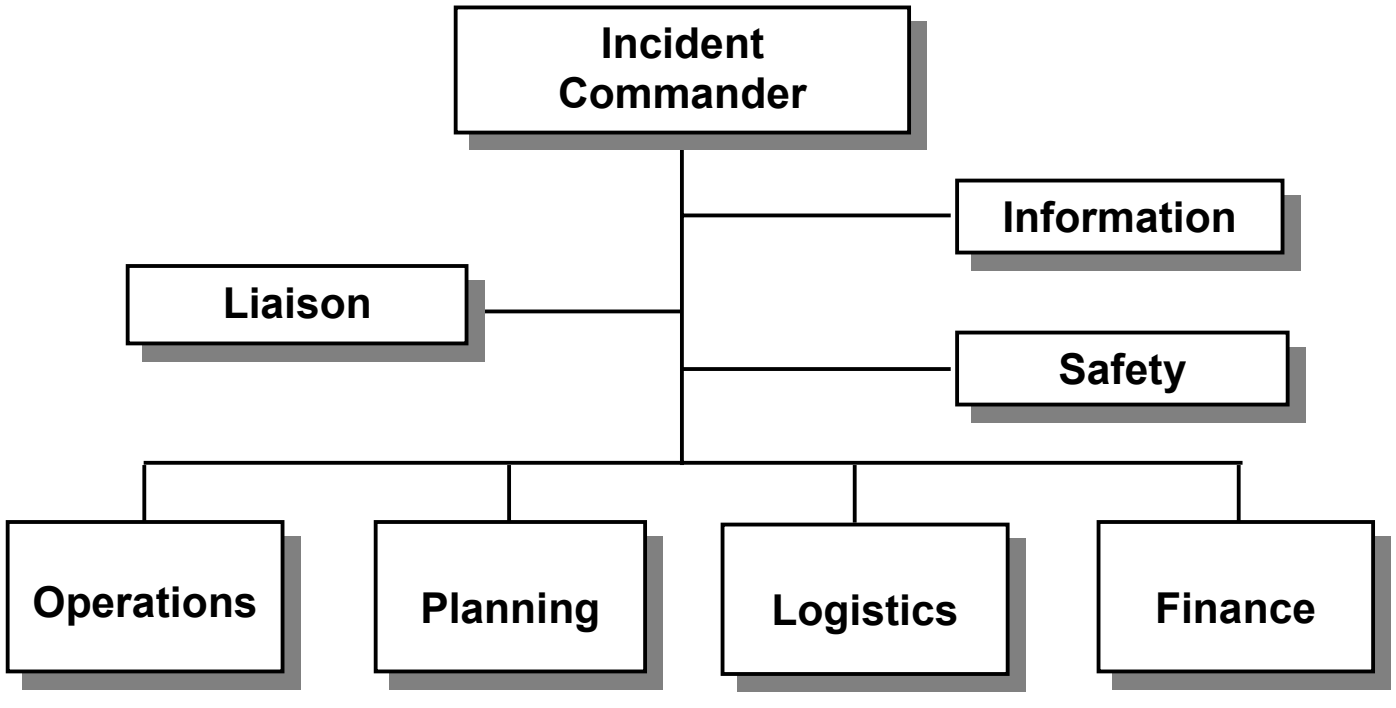
NIIMS ICS-200

Correspondence Course



United States Coast Guard
National Strike Force Coordination Center

TABLE OF CONTENTS

ICS-200 COURSE INTRODUCTION

Need for a Common Incident Management System

The complexity of incident management, coupled with the growing need for multi-agency and multifunctional involvement on incidents, has increased the need for a single standard incident management system that can be used by all emergency response disciplines.

Factors affecting emergency management and the need for a more efficient and cost-effective incident management system are listed below. Not all of these will apply to every incident.

- Population growth and spread of urban areas.
- Language and cultural differences.
- More multi-jurisdictional incidents.
- Legal changes mandating standard incident management systems and multi-agency involvement at certain incidents.
- Shortage of resources at all levels, requiring greater use of mutual aid.
- Increase in the number, diversity, and use of radio frequencies.
- More complex and interrelated incident situations.
- Greater life and property loss risk from natural and human-caused technological disasters.
- Sophisticated media coverage demanding immediate answers and emphasizing response effectiveness.
- More frequent cost-sharing decisions on incidents.

These factors have influenced the trend toward more complex incidents. Considering the fiscal and resource constraints of local, state, and federal responders, the Incident Command System (ICS) is a logical approach for the delivery of coordinated emergency services to the public.

History of ICS Development

ICS resulted from the obvious need for a new approach to the problem of managing rapidly moving wildfires in the early 1970s. At that time, emergency managers faced a number of problems.

- Too many people reporting to one supervisor.
- Different emergency response organizational structures.
- Lack of reliable incident information.
- Inadequate and incompatible communications.
- Lack of a structure for coordinated planning between agencies.
- Unclear lines of authority.
- Terminology differences between agencies.

History of ICS Development (cont'd)

- Unclear or unspecified incident objectives.

Designing a standardized emergency management system to remedy the problems listed above took several years and extensive field-testing. An interagency task force working in a cooperative local, state, and federal effort called FIRESCOPE (Firefighting Resources of California Organized for Potential Emergencies) developed ICS.

Early in the ICS development process, four essential requirements became clear:

1. The system must be organizationally flexible to be useful in incidents of any kind and size.

2. Agencies must be able to use the system day-to-day for routine situations as well as for major emergencies.

3. The system must be sufficiently standard to allow personnel from a variety of agencies and diverse geographic locations to meld rapidly into a common management structure.

4. The system must be cost effective.

Initial ICS applications were designed for responding to disastrous wildland fires. It is interesting to note that the wildland fire and many law enforcement, hazardous materials, oil, and other kinds of situations, share the same characteristics.

For example, all these incidents:

- Can occur with no advance notice.
- Develop rapidly.
- May grow in size or complexity if left unchecked.
- Present high personal risk for response personnel.
- Often require several agencies with some on-scene responsibility.
- Can very easily become multi-jurisdictional.
- Often have high public and media visibility.
- May present high risk of life and property loss.
- May involve major costs.

ICS is now widely used throughout the United States by fire agencies, and is increasingly used for law enforcement, other public-safety applications, and for emergency and event management.

Evolution of ICS

ICS applications and users have steadily increased since the system's original development. In 1980, the ICS that was originally developed in California under the FIRESCOPE program made the transition into a national program called the National Interagency Incident Management System (NIIMS).

Evolution of ICS (cont'd)

At that time ICS became the backbone of a wider-based system for all federal agencies with wildland fire management responsibilities.

The following agencies and entities, among others, have endorsed or required the use of ICS.

- **The U.S. Coast Guard (USCG)** formally adopted the use of NIIMS-based ICS as the standard response management system for all response operations as described in Commandant's Instruction 3120.14, dated August 28, 1998.

- **Federal Emergency Management Agency (FEMA).**

  - National Curriculum Advisory Committee on ICS/Emergency Operations Management Systems recommends adoption of ICS as a multi-hazard, all-agency system.

  - FEMA's National Fire Academy (NFA) has adopted ICS as a model system for fire services.

  - FEMA's Urban Search and Rescue Response System, a component of the Federal Response Plan, uses ICS as its on-site management structure.

- **National Fire Protection Association (NFPA)** Standard 1405 (land-based firefighters who respond to marine vessel fires) was developed at the request of, and in cooperation with, the USCG and calls for the use of ICS.
- **The NFPA Standard 1500** states that all departments should establish written procedures for use of ICS.

- **The Occupational Safety and Health Administration (OSHA)** requires that all governmental and private organizations use ICS for handling hazardous materials.

- **Some states** now require the use of an emergency management system based on ICS.

- **Environmental Protection Agency (EPA)** rules require non-OSHA states to use ICS at hazardous materials incidents.

- **The National Wildfire Coordinating Group (NWCG)** has formally adopted ICS for use by all federal and state wildfire management organizations.

The Need for a Standard ICS National Training Curriculum

Because of national interest in ICS and its growing use, it has become essential to develop a standard training curriculum applicable to all users. To develop a standard training curriculum, the ICS National Training Curriculum was prepared with the support and assistance of a multi-disciplined and interagency (local, state, and federal) steering group.

Each of the training modules has been submitted for review to more than 200 public safety, emergency management, and industry professionals from across the United States.

The Need for a Standard ICS National Training Curriculum (cont'd)

The USCG's NSFCC has chosen to develop its ICS trainings based in large part on the ICS National Training Curriculum.

About This Course

This course is designed for individuals who have successfully completed ICS-100: Module 1, a self-paced ICS orientation. ICS-100: Module 1 is intended for personnel assigned to an incident or event who have a minimum understanding of ICS. Module 1 introduces the ICS organization, basic terminology, and common responsibilities. It provides enough information about the ICS to enable personnel to work in a support role at an incident or event, or to support an incident from an off-site location. The ICS-100 course is a prerequisite for personnel who will be continuing their training at higher ICS training levels.

After you complete ICS-100, ICS-200 will provide you with a more in-depth understanding of the principles necessary to participate in an ICS effectively. ICS-200 is composed of five training modules (Modules 2 through 6). We describe the content of each of these training modules below.

- **Module 2: Principles and Features of ICS** - briefly describes the principal features that constitute the ICS. Collectively, these features show the unique quality of the ICS as an incident or event management system. The objective of the module is to help you learn to describe and explain the use of the following:

  - Primary management functions
  - Management by objectives
  - Unity and chain of command
  - Establishment and transfer of command
  - Organizational flexibility
  - Unified Command
  - Span of control
  - Common terminology
  - Personnel accountability
  - Integrated communications
  - Resources management
  - The Incident Action Plan

- **Module 3: Organizational Overview** – introduces the following subjects:

  - Terminology
  - Organizational structure
  - How the organization initially develops at an incident
  - How the organization expands and/or contracts
  - Transfer of command

We include in this module an exercise related to organization development.

- **Module 4: Incident Facilities** – describes the principle facilities used in conjunction with ICS, and discusses their purpose at an incident. Six facilities at an incident are discussed, including:

  1. Command Post
  2. Staging Areas
  3. Base
  4. Camps
  5. Helibase
  6. Helispots

About This Course (cont'd)

At the end of this module, we have included an exercise to practice the concepts presented in Module 5.

- **Module 5: Incident Resources** – introduces the resource status keeping function and covers the following subjects:

  - Resources often used in incidents and events.
  - Why resource status-keeping is important to effective incident operations.
  - How resources are typed for various applications.
  - Three ways of using resources during an incident.
  - Resources status conditions.
  - Changing and maintaining status of resources.

We have included a resource status keeping exercise at the end of this module.

- **Module 6: Common Responsibilities Associated with ICS Assignments** – provides information on what you will need to know and do following assignments to an incident. This module covers what to do:

  - Prior to leaving for assignment
  - At incident check-in
  - While working on the incident
  - During demobilization

How to Complete this Course

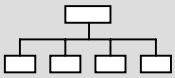
Before you begin this course, you should have completed the final examination given with ICS-100 successfully. If you feel that you have a solid grasp of the concepts presented in ICS-100, you should work through the modules in this course at a pace that is comfortable for you. Resist the temptation to rush through the material.

Take enough time with each module to ensure that you have mastered its content before proceeding to the next.

Self-Checks

To help you know when to proceed, each module is followed by a Self-Check that addresses the material contained in the module. The Self-Checks ask you to answer questions concerning the material in the module. The answers follow each Self-Check.

When you finish each Self-Check, use the answer key to see if you are correct. Review the parts of the text that you do not understand. The page number where the answer can be found in the module is provided in parentheses after each question. Do not proceed to the next module until you are sure that you have mastered the preceding module.



Final Examination

When you have completed all of the modules in this training package, move on to the Final Examination, which follows the ICS Forms at the end of this package.

Please see the additional training materials provided by the Coast Guard Institute for instructions on how to receive credit for successfully completing this course.

MODULE 2
PRINCIPLES AND FEATURES OF ICS

This module briefly describes the principal features that constitute the ICS. Collectively, these features show the unique quality of the ICS as an incident or event management system.

Module Objectives

The objectives of this module are to describe and explain the use of:

- ❑ Primary management functions
- ❑ Management by objectives
- ❑ Unity and chain of command
- ❑ Establishment and transfer of command
- ❑ Organizational flexibility
- ❑ Unified Command
- ❑ Span of control
- ❑ Common terminology
- ❑ Personnel accountability
- ❑ Integrated communications
- ❑ Resources management
- ❑ The Incident Action Plan

2.1 The Features of ICS

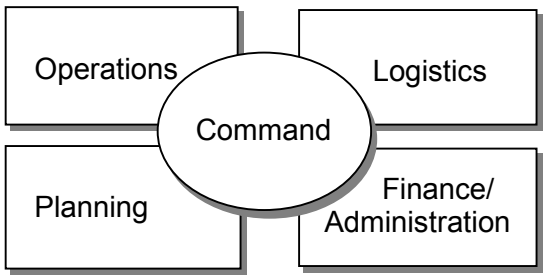
The ICS is a field management system. The information that you acquire from this training module will help to sharpen your management skills, and better equip you to be an effective incident or event manager.

The ICS has a number of attributes or system features. Because of these features, responders can apply ICS to a wide variety of incidents and events – both small and large. It is these features working together that make ICS a real management system. ICS is more than just an organizational chart. The organization is just one of ICS's major features.

In this module, we will introduce twelve of the major features of the system and cover these features in more detail in later modules.

2.2 Primary ICS Management Functions

The five primary ICS management functions are:



Primary ICS Management Functions (cont'd)

The individual designated as the Incident Commander is responsible for all functions. That person may elect to perform all functions, or delegate authority to perform functions to other people in the organization. Delegation does not, however, relieve the Incident Commander from overall responsibility.

Command

The Incident Commander is responsible for all incident or event activity. Although other functions may be left unfilled, there must be an Incident Commander.

Operations

The Operations Section directs the tactical actions to meet incident objectives.

Planning

The Planning Section collects, evaluates, and displays incident information; maintains resources; and prepares the Incident Action Plan and incident-related documentation.

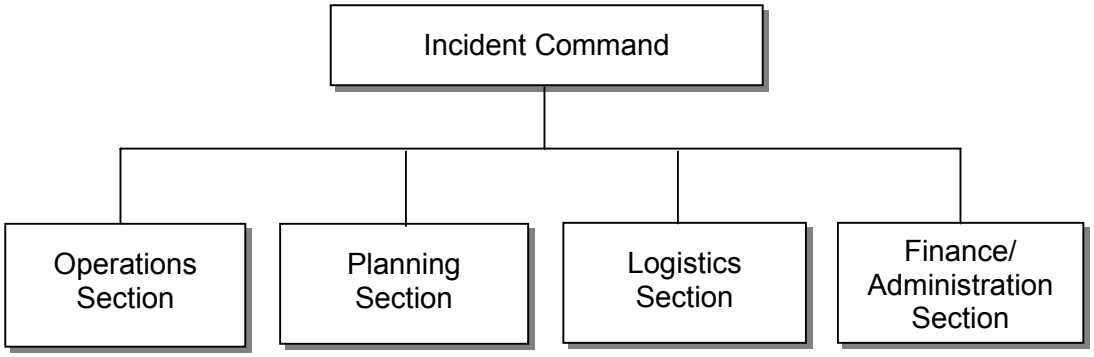
Logistics

The Logistics Section provides adequate services and support to meet all incident or event needs.

Finance/Administration

The Finance/Administration Section keeps track of incident-related costs, personnel and equipment records, and administers procurement contracts associated with the incident or event.

Each of these functional areas can be expanded into more organizational units with further delegations of authority. The illustration below shows the relationship between these components.



2.3 Management by Objectives

Within ICS, management by objectives means you follow four essential steps in every incident, regardless of size or complexity. (See the illustration below)

1. Understand agency policy and direction.

2. Establish incident objectives.

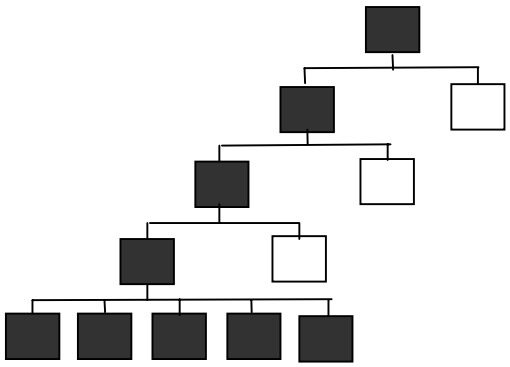
3. Select appropriate strategy.

4. Perform tactical direction (e.g., applying tactics appropriate to the strategy, assigning the right resources, and monitoring performance).

2.4 Unity and Chain of Command

In ICS, unity of command means that every individual has a designated supervisor.

Chain of command means that there is an orderly line of authority within the ranks of the organization with subordinate levels connected to higher levels. The shaded boxes in the illustration below show this concept and the chain of command structure.

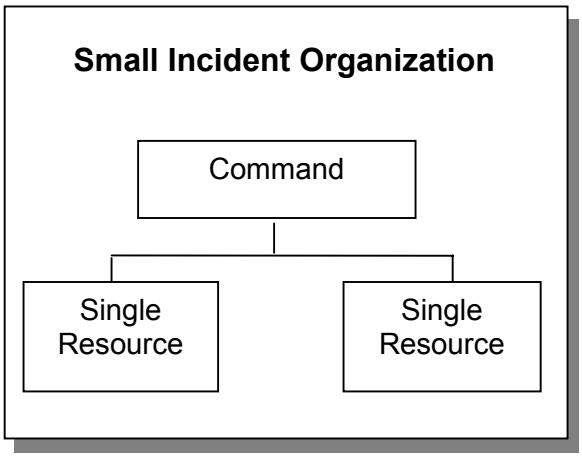


In the majority of incidents, the organizational structure for operations will be:

- Command
- Single Resources

Unity and Chain of Command (cont'd)

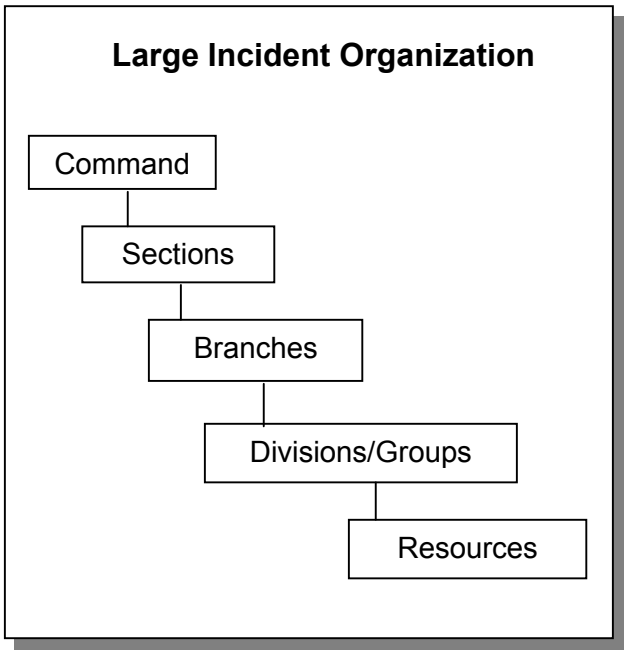
During a small incident, often the ICS will have only the Incident Commander and single resources. (See the illustration below)



However, as incidents expand, the chain of command may have several layers as needed. These layers may include:

- Command
- Sections
- Branches
- Divisions and/or Groups
- Units
- Resources

The illustration below shows an organizational structure with several layers.



See Module 4 "Organizational Overview" for more details on each of these layers.

2.5 Establishment and Transfer of Command

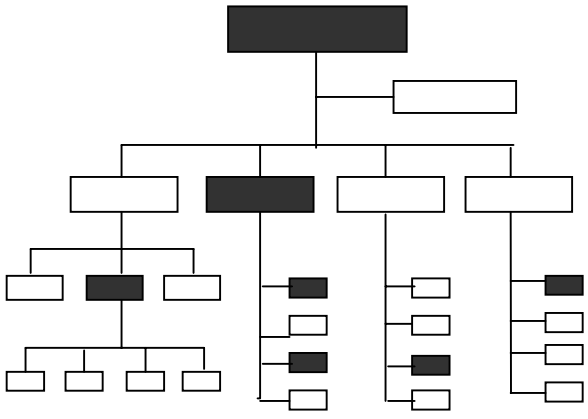
Initially, the highest ranking authority at the scene with jurisdiction over the incident usually takes command.

There may be a transfer of command at an incident for the following reasons:

- A more qualified person assumes command.
- The incident situation changes over time to where a change in jurisdiction or agency command is legally required.
- It makes good management sense to transfer command.
- There is normal turnover of personnel during an extended incident.

2.6 Organizational Flexibility

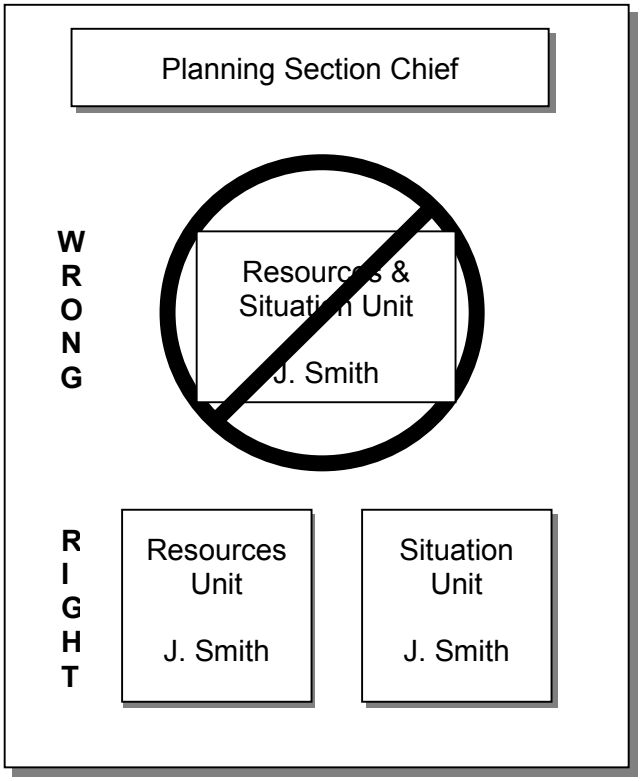
The ICS organizational philosophy is "form follows function." In other words, the organization at any given time should reflect only what is required to meet planned tactical objectives. For example, the needs of a particular incident may only require that you activate the shaded elements below.



In an ICS organization, changes to the size of the current organization and that of the next operational period are determined through the incident action planning process. Responders can activate a number of organizational elements in the various sections without activating Section Chiefs.

There must be a person in charge of each activated element. In some cases a single Supervisor may initially be in charge of more than one Unit.

General Guideline: Do not combine organizational units even when the same person is supervising more than one unit.



Organizational Flexibility (cont'd)

ICS organizational elements that are no longer needed should be deactivated to keep the organization size as small as possible.

2.7 Unified Command

Unified Command is an ICS management process that allows all agencies with jurisdictional or functional responsibility for the incident to develop a common set of incident objectives and strategies.

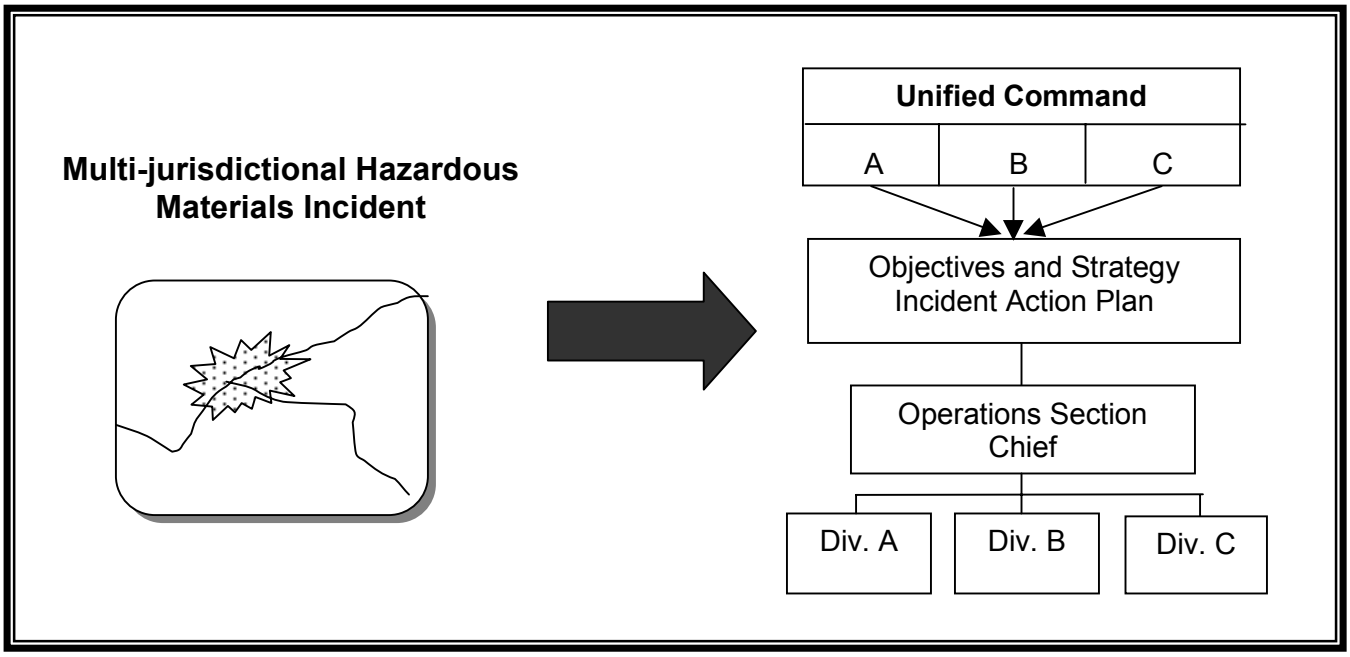
Note that Unified Command does not mean losing or giving up agency authority, responsibility, or accountability.

Unified Command is an important feature of ICS. It allows agencies having a legitimate responsibility at an incident to be part of the Incident Command function.

During Unified Command, the following applies:

- The incident response will function under a single, coordinated Incident Action Plan.
- One Operations Section Chief is responsible for implementing the Incident Action Plan.
- There is one Incident Command Post.

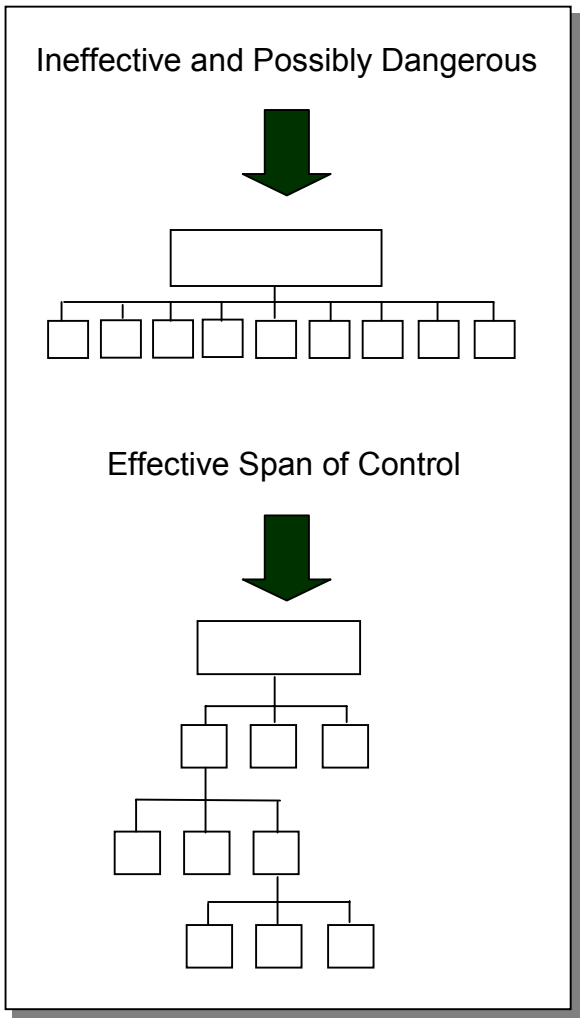
The illustration below shows how the response to a hazardous materials release that crosses geographic or jurisdictional boundaries can be organized using Unified Command.



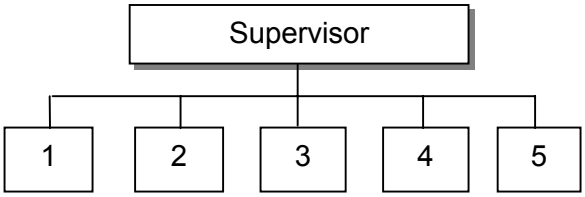
2.8 Span of Control

The number of individuals one supervisor can effectively manage is the supervisor's span of control. Maintaining an effective span of control is particularly important to ensuring that safety and accountability have the highest priority.

In ICS, the span of control for any supervisor falls within a range of three to seven. If a supervisor has fewer than three people reporting, or more than seven, consider some adjustment to the organization.



The optimal span of control in ICS is one supervisor to five subordinates.



2.9 Common Terminology

In the ICS, apply common terminology to:

- Organizational elements
- Position titles
- Resources
- Facilities

Organizational Elements – designate each level of the organization in a consistent pattern (e.g., Sections, Branches).

Position Titles – refer to those charged with management or leadership responsibility in ICS by position title such as Liaison Officer, Operations Section Chief, Service Branch Director, and Group Supervisor. Do this to provide a way to place the most qualified personnel in organizational positions on multi-agency incidents without the confusion caused by various multi-agency rank designations. Employ a standardized method for ordering personnel to fill positions.

Resources – assign common designations to various kinds of resources.

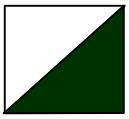
You may classify many kinds of resources by type, which will indicate the resource function.

Common Terminology (cont'd)

For example, in ICS, a vehicle used to suppress fire is an engine. Recognizing that there are a variety of engines, give each engine a type classification based on tank capacity, pumping capability, staffing, and other factors.

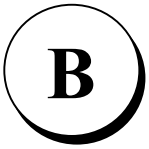
Facilities – ICS designates and describes several primary facilities for widespread use in the structure. The facilities that are discussed in the field response level of instruction are introduced below. The symbol beneath each description is the map symbol that designates that facility.

- ***Incident Command Post (ICP)*** – where the primary command activities are conducted.



- ***Staging Area*** – where resources may be located temporarily before assignment.

- ***Base*** – where primary logistics functions for an incident are coordinated and administered.



- ***Camp*** – where equipment and staff are available to provide sleeping, food, water and sanitary services to incident personnel.

- ***Helibase*** – where operating helicopters in support of an incident park, fuel, load, and receive maintenance.

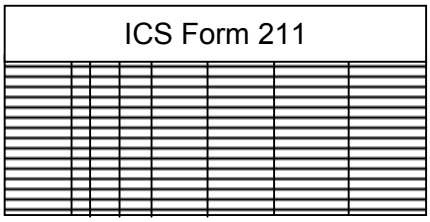
- ***Helispot*** – where a helicopter can safely land and take off.

These facilities will suffice for most incidents. However, discipline-specific applications may require using additional facility locations. For example, a temporary morgue may be set up for certain incidents.

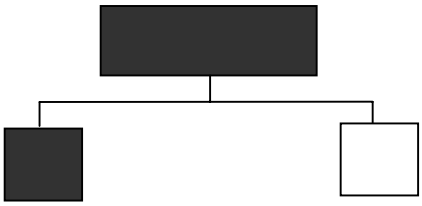
2.10 Personnel Accountability

The following procedures within ICS ensure personnel accountability.

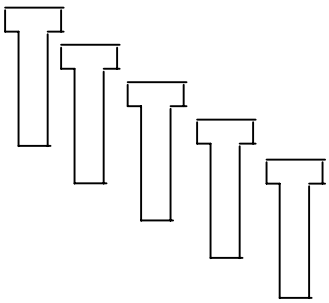
- ***Check-In –*** ICS Form 211 (Check-In Lists) are mandatory for all personnel upon arrival at an incident.



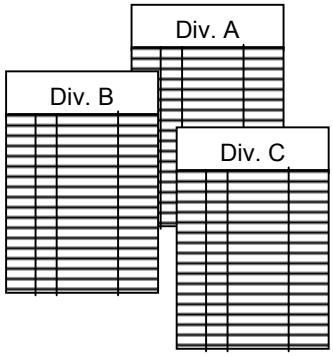
- ***Unity of Command*** – Ensures everybody has one supervisor only.



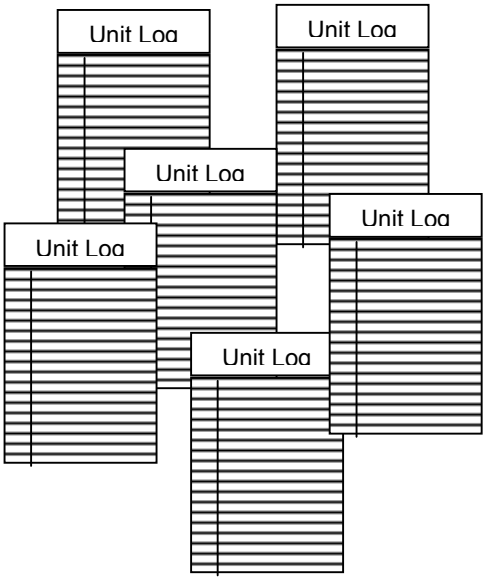
- ***Resource Status Unit*** – ICS Form 219 ("T" Cards) maintain the status of all assigned resources. "T Cards" are often used to keep track of what resources are available and where resources are assigned.



- ***Division/Group Assignment Lists –*** ICS Form 204 (Division/Group Assignment Lists) identify active resources with active assignments in the Operations Section.



- ***Unit Logs*** – ICS Form 214 (Unit Logs) record personnel assigned and major events in all ICS organizational elements.



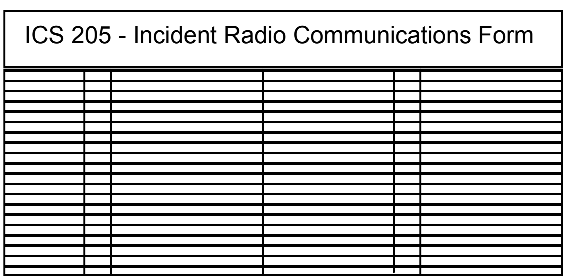
NOTE: You can find all the ICS Forms discussed in this and the following modules at the end of Module 6 and before the Final Examination.

2.11 Integrated Communications

Communication within ICS is absolutely essential. In the ICS context, “communications” are:

- The "hardware" systems that transfer information.

- The Plan for using all available communications frequencies and resources. ICS Form 205 (Incident Radio Communications Form) helps you to plan frequencies and resources.


ICS 205 - Incident Radio Communications Form

- The procedures and processes for transferring information.

Just as every incident requires an Incident Action Plan, every incident also needs a Communications Plan, which is ICS Form 205.

The Communications Plan can be very simple and oral, or complex and written within the Incident Action Plan.

Responders may establish several communication networks depending upon the size and complexity of the incident. These networks may include:

- **Command Net** – to link supervisory personnel from Incident Commander through division and group supervisors.
- **Tactical Nets** – established in a variety of ways (e.g., by agency, department, geographical area, or function). You may establish tactical nets for each branch, or for divisions and groups, depending upon hardware and frequency availability, and specific incident needs.
- **Support Nets** – to handle logistics traffic and resource status changes on larger incidents.
- **Ground-to-Air** – to coordinate ground-to-air traffic.
- **Air-to-Air –** to coordinate activities between aircraft assigned to an incident.

Integrated Communications (cont'd)

The Communications Unit Leader can develop an effective Communications Plan for each operational period when he or she is aware of available communications systems and frequencies, and understands incident requirements.

An essential part of an effective, multi-agency incident management system is that all communications are in clear text. Do not use radio or other codes.

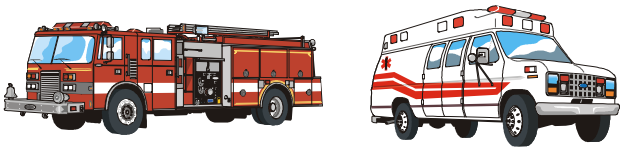
2.12 Resources Management

Resources assigned to an incident can be structured in one of the following ways:

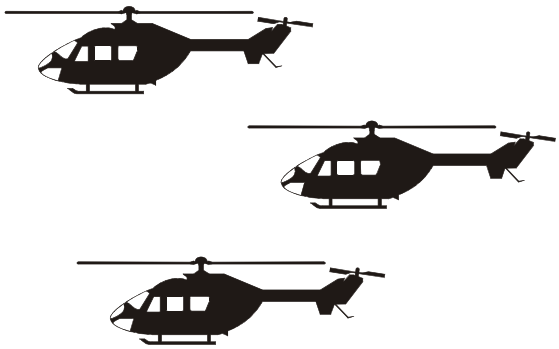
- **Single Resources** – include both personnel and their required equipment.
- **Task Forces** – any combination of single resources within span of control guidelines. The Task Force Leader should assemble the Task Force for a particular tactical need, with common communications and a leader. A Task Force can be pre-determined or assembled at an incident from available single resources.

A Task Force is assembled according to the operational need. For example, a Task Force used by a jurisdiction in an urban civil disorder might include:

- One police patrol unit
- Two fire engines
- One basic life support unit



- **Strike Teams** – a combination of a designated number of the same kind and type of resources with common communications and a leader. The number of resources to be used in the team will be based on what is needed to perform the function. Span of control guidelines should apply. The Strike Team Leader can pre-determine a team or assemble a team at an incident from available single resources.



Resources Management (cont'd)

Use a Task Force or Teams to:

- Maximize effective use of resources.
- Reduce span of control.
- Reduce communications traffic.

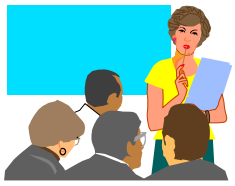
Incident tactical resources will be in one of three status conditions:

1. **Assigned** - Resources performing an active assignment.
2. **Available** - Resources ready for deployment.
3. **Out of Service** - Resources unassigned or unavailable.

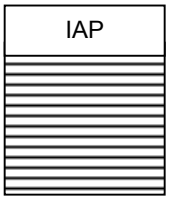
2.13 The Incident Action Plan

There must be an Incident Action Plan for every incident.

- The purpose of the plan is to provide all incident supervisory personnel with appropriate direction for future actions.
- The plan may be oral or written.



OR



Use written plans to inform all levels of a growing organization of the tactical actions associated with the next operational period.

You should consider using a written action plan whenever:

- Two or more jurisdictions are involved.
- The incident will overlap a new operational period.
- There are personnel or shift changes
- There is a partial or full activation of the ICS organization.

Use ICS Form 201 (Incident Briefing Form) for smaller incidents to record initial actions and list assigned and available resources. As incidents grow in complexity or size, ICS provides a format for a written action plan.

Next Steps

If you believe that you have mastered the information in this module, complete the Self-Check that begins on the next page. When you have completed the Self-Check, compare your answers with the answer key for the module. If you answered all of the questions correctly, go to Module 3. If you answered any questions incorrectly, review the appropriate section of this module to be sure that you understand the material. Then, go to Module 3.

ICS-200: Module 2
Principles and Features of ICS
SELF-CHECK

1. What are the five primary ICS management functions?

   1. _____

   2. _____

   3. _____

   4. _____

   5. _____

2. Once a function is delegated, the Incident Commander is no longer responsible for the activities of that function.

   ____ True
   ____ False

3. ICS can be applied only on large incidents.

   ____ True
   ____ False

4. Sketch the relationship among the five primary ICS functions.

5. In ICS, Unity of Command means that every individual has a designated:

   ____ Staff
   ____ Supervisor
   ____ Incident Plan
   ____ Command Post
   ____ Unit Leader

6. The organizational structure for operations will normally consist of:

   1. _____

   2. _____

7. List two reasons why there may be a command transfer at an incident.

   1. _____

   2. _____

8. You should combine organizational units only when the units have the same supervisor.

   ____ True
   ____ False

9. In ICS, apply common terminology to: (list three)

   1. _____

   2. _____

   3. _____

10. List three procedures within ICS that ensure personal accountability.

    1. _____

    2. _____

    3. _____

ICS-200: Module 2
Principles and Features of ICS
SELF-CHECK ANSWERS

1. What are the five primary ICS management functions? (see page 2-1 and 2-2)

   1. Command
   2. Operations
   3. Planning
   4. Logistics
   5. Finance/Administration

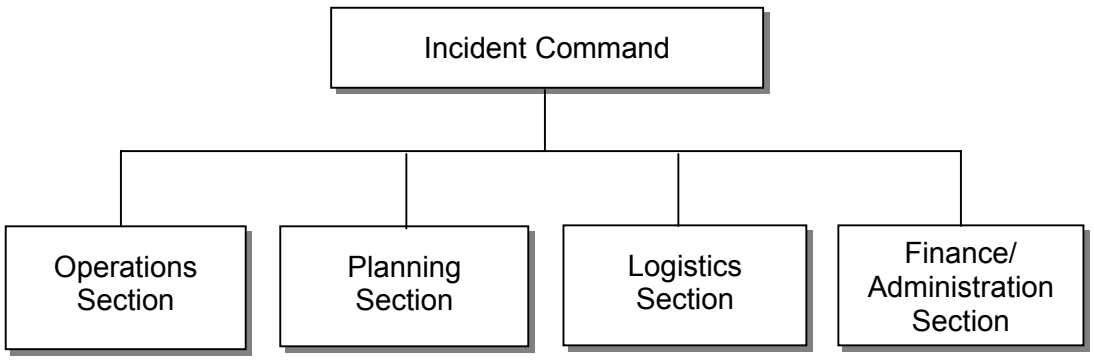
2. Once a function is delegated, the Incident Commander is no longer responsible for the activities of that function. (see page 2-2)

   ____ True
   __✔__ False

3. ICS can be applied only on large incidents. (see page 2-1)

   ____ True
   __✔__ False

4. Sketch the relationship among the five primary ICS functions. (see page 2-2)



5. In ICS, Unity of Command means that every individual has a designated: (see page 2-3)

____ Staff
__✔__ Supervisor
____ Incident Plan
____ Command Post
____ Unit Leader

6. The organizational structure for operations will normally consist of: (see page 2-3)

1. Command
2. Single Resources

7. List two reasons why there may be a command transfer at an incident. (see page 2-5)

1. A more qualified person assumes command.
2. The incident situation changes over time to where a jurisdictional or agency change in command is legally required.
3. It makes good management sense to make a transfer of command.
4. There is normal turnover of personnel on long or extended incidents.

8. You should combine organizational units only when the units have the same supervisor. (see page 2-5)

____ True
__✔__ False

9. In ICS, apply common terminology to: (list three) (see page 2-7)

1. Organizational Elements
2. Position Titles
3. Resources
4. Facilities

10. List three procedures within ICS that ensure personal accountability. (see page 2-9)

1. Check-in
2. Unity of Command
3. Resources Status Unit (T-Cards/ICS FORM 219)
4. Division/Group Assignment Lists (ICS FORM 204)
5. Unit Logs (ICS FORM 214)

.

ICS-200: MODULE 3
ORGANIZATIONAL OVERVIEW

This module provides an introduction to the following subjects:

- Terminology
- Organizational structure
- How the organization initially develops at an incident
- How the organization expands and/or contracts
- Transfer of command

Module Objectives

The objectives of this module are to:

- ❑ Explain how the incident organization expands or contracts to meet operations needs of the incident or event.
- ❑ Describe the use of Branches, Divisions, and Groups within the Operations Section, and provide supervisory titles associated with each level.
- ❑ List the essential elements of information involved in transfer of command.
- ❑ Match organizational positions with appropriate ICS sections.
- ❑ Describe an ICS organization appropriate to a small incident using the Incident Briefing Form (ICS Form 201).

3.1 Introduction

The ICS organization is functional, modular, and flexible. One way to view it is like a template. Within each of the major functional areas, there are several sub-levels that can be used or expanded as necessary. The organization is flexible because any position can be filled without the necessity of filling all positions above it.

The full ICS organization chart on the next page shows all organizational positions. However, only a few of these positions will be used on most incidents. The functional modularity of ICS allows for the use of only a few positions or all of them, if required. It may be helpful to flag the next page for easy reference as you complete the rest of this course.

ICS-200: Module 3
Organizational Overview
SELF-CHECK ANSWER KEY

1. What managerial level is associated with a Branch? (see page 3-3)

   ____ Command
   ____ Section Chief
   __✔__ Director
   ____ Supervisor
   ____ Leader

2. In which two ways can the Incident Command function be carried out? (see page 3-4)

   1. Single Command
   2. Unified Command

3. List the three Command Staff functions that are the responsibility of the Incident Commander unless delegated to other individuals. (see page 3-6)

   1. Information
   2. Safety
   3. Liaison

4. List three factors that may determine how you may set up operations at an incident or event. (see page 3-8)

   1. The kind of incident
   2. The agencies involved
   3. The objectives and strategy

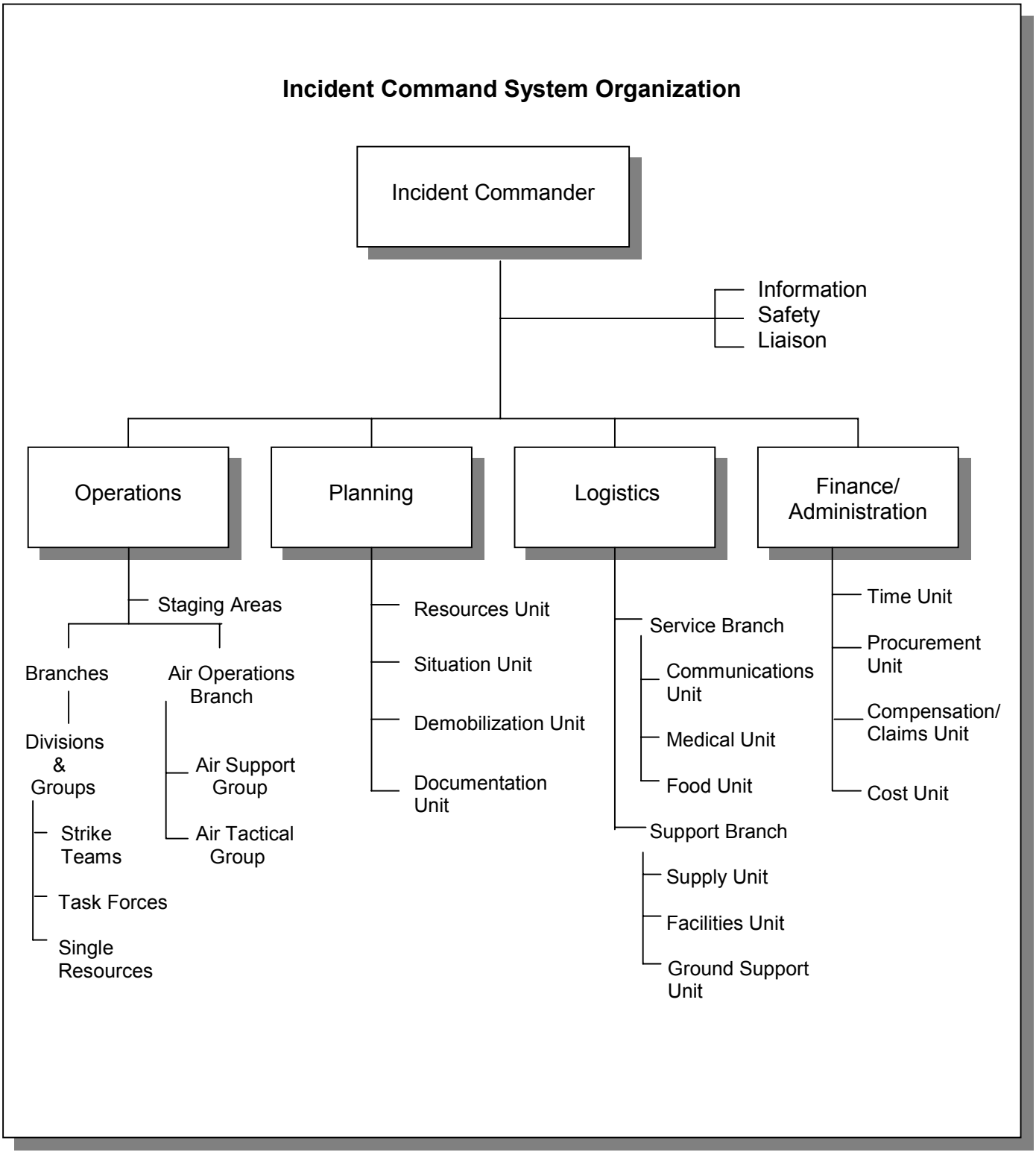
5. You can use geographic divisions and functional branches together. (see page 3-9)

   __✔__ True
   ____ False

6. The Planning Section Chief can organize the Planning Section into what four Unit level positions? (see page 3-12)

   1. Resources Unit
   2. Situation Unit
   3. Documentation Unit
   4. Demobilization Unit

Incident Command System Organization



3.2 Organizational Terminology

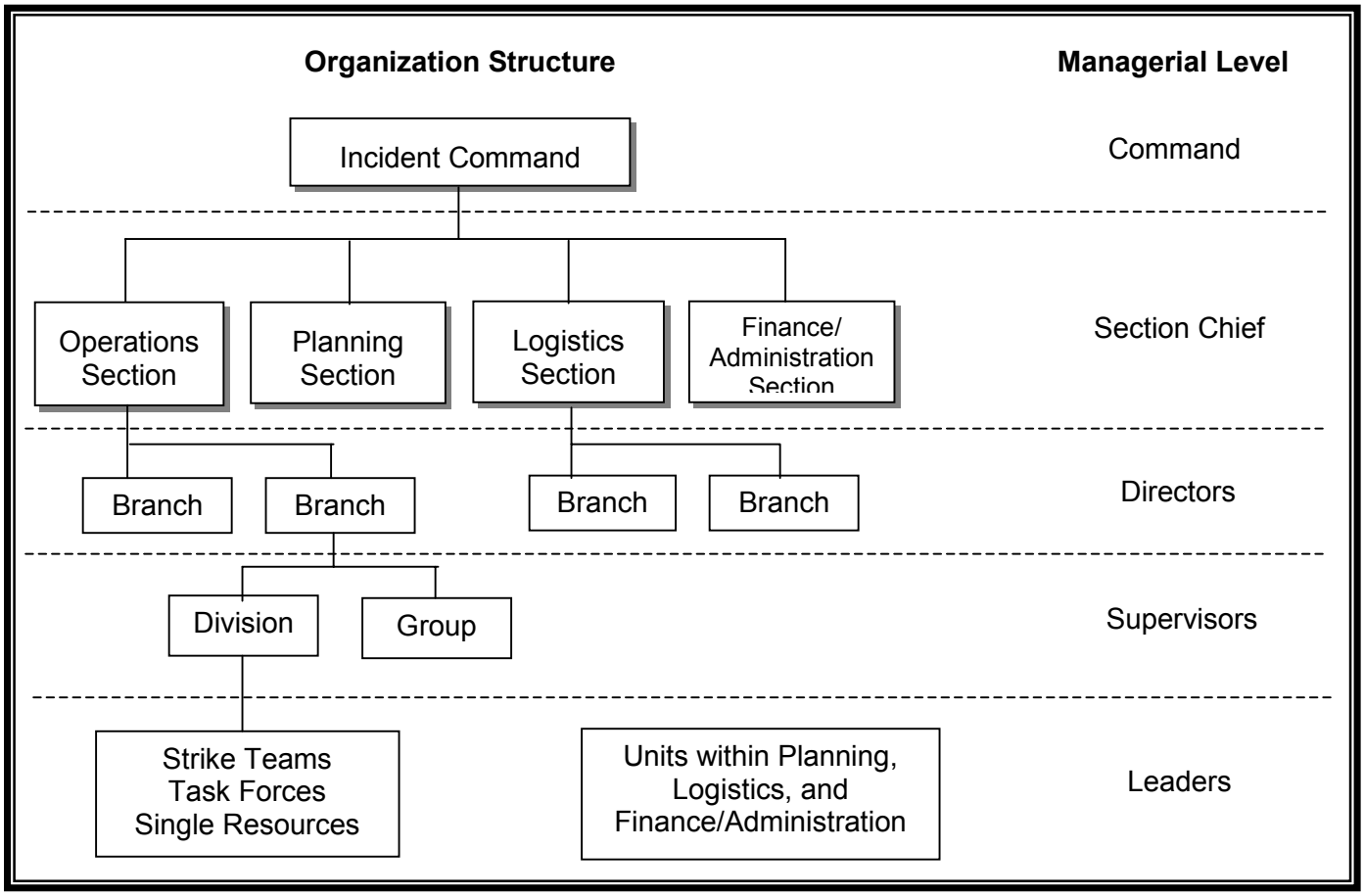
The use of position titles in ICS serves three important purposes.

1. Titles provide a common standard for multi-agency use at an incident. For example, if one agency uses the title Branch Chief, another Branch Manager, and another Branch Officer, confusion can result and reflect the lack of standardization on the scene.

2. The use of distinctive titles for ICS positions allows for filling ICS positions with the most qualified individuals – independent of their rank within an organization.

3. Failure to standardize position titles can also confuse the ordering process when requesting qualified personnel. For example, in ordering additional personnel to fill unit positions, proper communications between the incident and the agency dispatch facilities requires knowing who will be the Unit Leader, Unit Officer, Supervisor, or other position.

The diagram below shows the managerial level that is associated with each of the organizational structures. Each of these levels will be discussed in more detail later in this module.



3.3 Establishing the ICS Organization

As Module 2 describes, managing any incident or event always includes five major functions. One person (the Incident Commander) can be responsible for all functions, or several functions can each be represented by a major section of the ICS organization. The functions are:

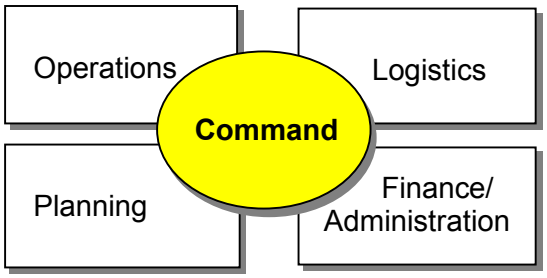
- Command
- Operations
- Planning
- Logistics
- Finance/Administration

On any incident, large or small, the Incident Commander has ultimate responsibility for the effective and safe execution of each of these five functions.

On small incidents, the Incident Commander may perform all functions. On large incidents, the Incident Commander may delegate the authority for managing certain functions.

We will briefly cover each of the major functions and review its application within the ICS organizational framework.

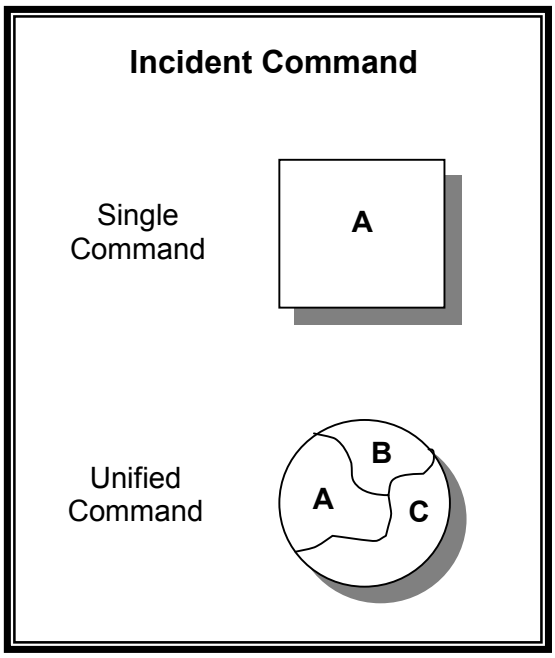
INCIDENT COMMAND



Incident Command has overall responsibility for managing incident activity. Even if other functions are not filled, an Incident Commander should always be designated.

As shown in the box below, the Incident Command function may be carried out in two ways:

1. Single Command
2. Unified Command



Incident Command (cont'd)

Unified Command – which is a management method used for multi-jurisdictional events, multi-agency events, or both – is a major feature of ICS and is discussed as part of Advanced ICS or ICS-400.

In this module, we will cover Single Command, which is the most common application. Usually, the person in charge of the first arriving units at the scene of an incident assumes the Incident Command role. That person will remain in charge until he or she is formally relieved, or until there is a transfer of command.

Agency policy will determine when ICS position titles will be used instead of agency radio call signs when referring to ICS organizational positions.

Agencies vary on how and when they make the transition from agency radio designators to ICS position terminology. There is no hard and fast rule.

NOTE: Continue to use single unit and personnel radio identification calls until a formal incident has been declared and named. Any changes should be made according to agency policy.

Once the incident is formally designated, ICS terminology is always used for:

- ***Organizational elements*** – e.g., Division, Branch, Unit
- ***Position titles*** – e.g., Officer, Director, Leader
- ***Facilities*** – e.g., Incident Command Post, Staging Area
- ***Resources*** – e.g., Task Forces, Strike Teams

Upon arriving at an incident, higher-ranking personnel either will assume command, maintain command as is, or reassign command to a third party. In some situations or agencies, a lower ranking but better qualified person (for that incident) may be designated as the Incident Commander.

The Incident Commander also will perform the Command staff functions of Safety, Liaison, and Information until he or she determines that one or more of these functions should be delegated.

The Incident Commander may have one or more deputies. The only ICS requirement regarding the use of a deputy – whether at the Incident Commander, Section, or Branch level – is that the deputy must be fully qualified to assume the position of the Incident Commander.

Incident Command (cont'd)

Unified Command – which is a management method used for multi-jurisdictional events, multi-agency events, or both – is a major feature of ICS and is discussed as part of Advanced ICS or ICS-400.

In this module, we will cover Single Command, which is the most common application. Usually, the person in charge of the first arriving units at the scene of an incident assumes the Incident Command role. That person will remain in charge until he or she is formally relieved, or until there is a transfer of command.

Agency policy will determine when ICS position titles will be used instead of agency radio call signs when referring to ICS organizational positions.

Agencies vary on how and when they make the transition from agency radio designators to ICS position terminology. There is no hard and fast rule.

NOTE: Continue to use single unit and personnel radio identification calls until a formal incident has been declared and named. Any changes should be made according to agency policy.

Once the incident is formally designated, ICS terminology is always used for:

- ***Organizational elements*** – e.g., Division, Branch, Unit
- ***Position titles*** – e.g., Officer, Director, Leader
- ***Facilities*** – e.g., Incident Command Post, Staging Area
- ***Resources*** – e.g., Task Forces, Strike Teams

Upon arriving at an incident, higher-ranking personnel either will assume command, maintain command as is, or reassign command to a third party. In some situations or agencies, a lower ranking but better qualified person (for that incident) may be designated as the Incident Commander.

The Incident Commander also will perform the Command staff functions of Safety, Liaison, and Information until he or she determines that one or more of these functions should be delegated.

The Incident Commander may have one or more deputies. The only ICS requirement regarding the use of a deputy – whether at the Incident Commander, Section, or Branch level – is that the deputy must be fully qualified to assume the position of the Incident Commander.

Incident Command (cont'd)

There are three primary reasons to designate a Deputy Incident Commander:

1. To perform specific tasks as requested by the Incident Commander.

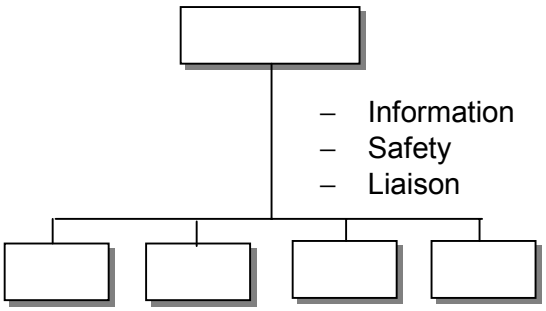
2. To relieve the Incident Commander (e.g., to take over the next operational period). In this case the deputy will assume the primary role.

3. To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

Command Staff

The Incident Commander has three other important staff functions.

1. Information
2. Safety
3. Liaison



The Incident Commander will assume these responsibilities unless he or she delegates the responsibility to one of the following people.

Information Officer

The Information Officer is the person responsible for disseminating information to the news media and other agencies and organizations.

Only one Information Officer will be named to an incident, including those incidents that are multi-jurisdictional. The Information Officer may have assistants, and the assistants may also represent other agencies or jurisdictions.

Safety Officer

The Safety Officer's function is to assess hazardous and unsafe situations, and develop measures for assuring personnel safety.

However, the Safety Office may exercise direct emergency authority to stop unsafe acts if personnel are in imminent, life-threatening danger.

Only one Safety Officer will be named to an incident. The Safety Officer may have assistants, and the assistants may represent other agencies or jurisdictions.

Incident Command (cont'd)

Liaison Officer

The Liaison Officer is the point-of-contact at the incident for personnel from assisting or cooperating agencies. There is only one Liaison Officer on any incident. At very large incidents, there may be assistants.

Agency Representatives

An agency or jurisdiction will often send tactical resources to assist at an incident. In ICS, these resources are called assisting agencies.

The outside agencies may also send an Agency Representative to work with the incident management team to coordinate between agencies or jurisdictional considerations. Agency Representatives report to the Liaison Officer.

Other agencies, such as the Red Cross, may also be involved in the incident, and are called cooperating agencies. Their Agency Representatives would also report to the Liaison Officer.

Assistant

Definition: An **assistant** is a person at a level of technical capability, qualification, and responsibility subordinate to primary positions.

Assistants are subordinate to the Command Staff positions, particularly for the Information Officer and Safety Officer. Assistants may also supervise unit activities at camps.

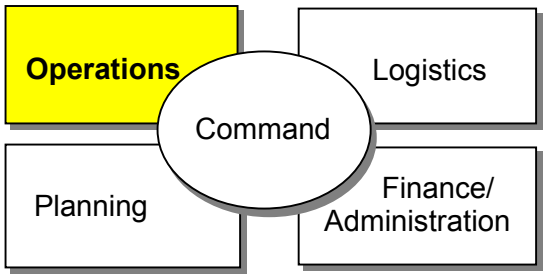
General Staff

The General Staff of the ICS is composed of the Section Chiefs of the following four sections:

1. Operations
2. Planning
3. Logistics
4. Finance/Administration

Each of these sections is explained in more detail below.

Operations Section



The Operations Section is responsible for the direction and coordination of all incident tactical operations. This is done under the direction of the operations Section Chief.

Operations Section (cont'd)

Operations at an incident or event can be set up in a variety of ways depending upon:

- The kind of incident
- The agencies involved
- The response objectives and strategy

The Operations Section will expand or contract as the existing and projected needs of the incident change.

Initially, the Operations Section typically consists of those few resources assigned to an incident. (These staff resources will initially report directly to the Incident Commander.)

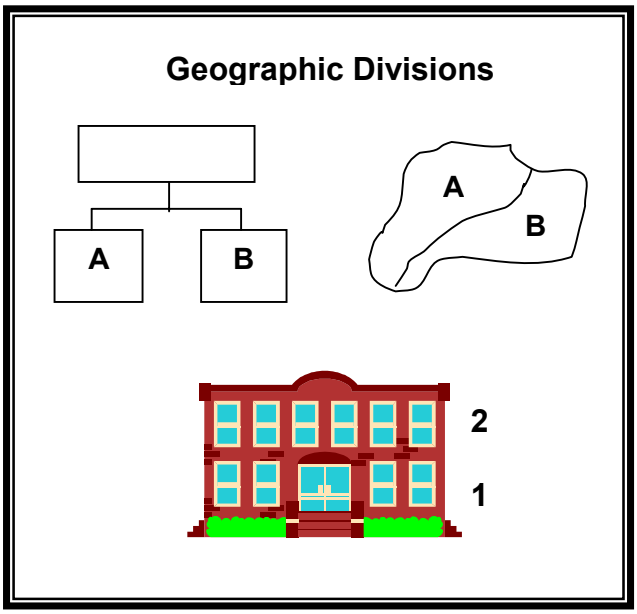
As additional resources are committed and the incident becomes more complex, a separate Operations Section may be established.

The Operations Section develops in a progression from Divisions to Groups, and if necessary, to Branches. Also, the Operations Section may have Staging Areas and, in some cases, an air organization.

We will briefly examine a number of combinations for the use of Divisions, Groups, and Branches, and discuss four methods of establishing the Operations Section.

Geographic Divisions

A common principle for organizing tactical operations at an incident is for the Incident Commander to establish two or more Divisions. Divisions are always geographically defined areas (e.g., the area around a stadium, the inside or floors of a building, or an open area).
Initially, you might establish a Division to "define the incident." You might also include the designation of separate Division Supervisors.



When the resources assigned within a Division exceed, or will soon exceed, the recommended span of control guidelines of one-to-five, designated Division Supervisors.

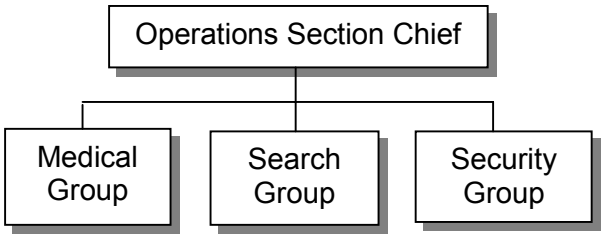
Division Supervisors manage divisions not under the direct management of the Incident Commander or Operations Section Chief. Divisions will not have deputy positions.

Operations Section (cont'd)

Functional Groups

Another common applied principle for organizing operations at an incident is to establish Functional Groups. As the name implies, this form of organization deals not with geographic areas, but with functional activities.

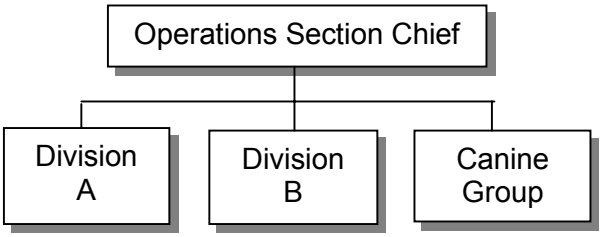
Medical Groups, Search and Rescue Groups, Perimeter Security Groups, Maritime Salvage Groups, etc.



Like Divisions, Supervisors manage Groups. There are no group deputy positions.

Combined Divisions and Groups

A third organizational principle is to use a structure that combines geographic divisions and functional groups.



Responders commonly use this approach when a functional activity crosses divisional lines. For example, a specialized Canine Search Group might be used at an earthquake incident and moved as needed.

In any organizational structure that combines divisions and groups, it is important that the Supervisors stay in touch and work together. (Each Supervisor will have equal authority; nether Supervisor will be subordinate to the other.)

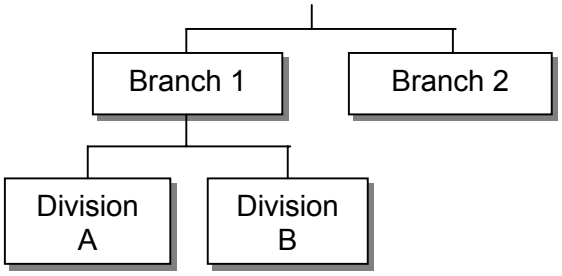
Operations Section (cont'd)

Branches

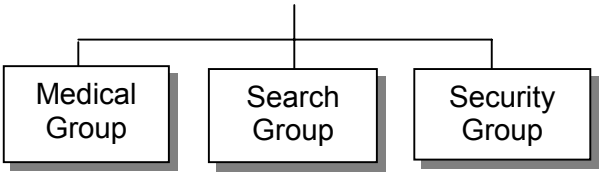
An organizational principle for the Operations Section is to establish a branch structure. Branches may be either geographic or functional.

Responders may establish Geographic Branches when the span of control becomes ineffective (e.g., when more than five divisions are established). Responders may establish Functional Branches to manage various Operations functions.

Geographic Branches



Functional Branches



Consider using Geographic and Functional Branches together during an incident.

A Branch Director will manage a Branch and may have a deputy. In multi-agency incidents, having a Deputy Branch Director from any assisting agency can ensure and enhance interagency coordination.

Staging Areas

Staging Areas are locations set up at an incident where responders can place resources until the resources are assigned

Once the Operations Section Chief designates and names a Staging Area, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief or to the Incident Commander if the Incident Commander has not designated an Operations Section Chief.

All resources in the Staging Area should be available for assignment within three minutes. Do not use a Staging Area to locate out-of-service resources or for logistics functions. Relocate Staging Areas as necessary.

In some applications of ICS, different Branches may have separate Staging Areas. For example, a Medical Branch may have an ambulance Staging Area assigned to the Branch.

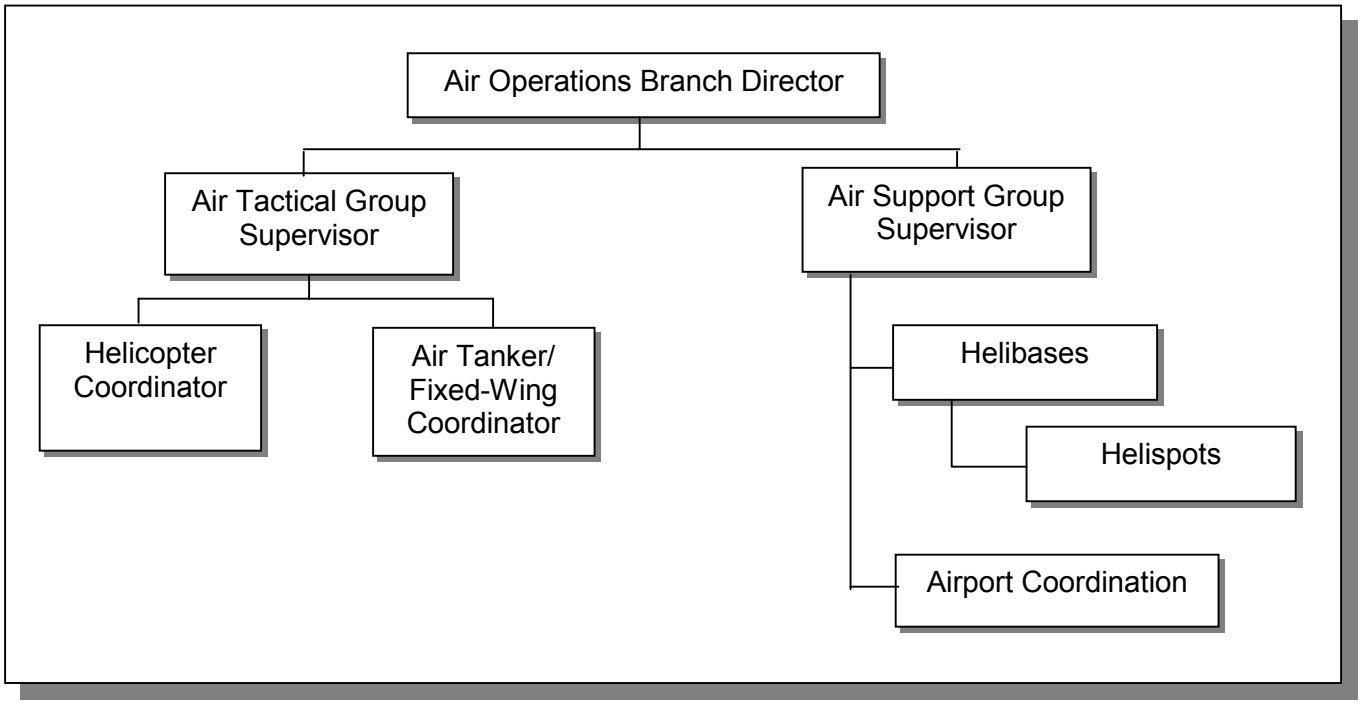
Operations Section (cont'd)

Air Operations Branch

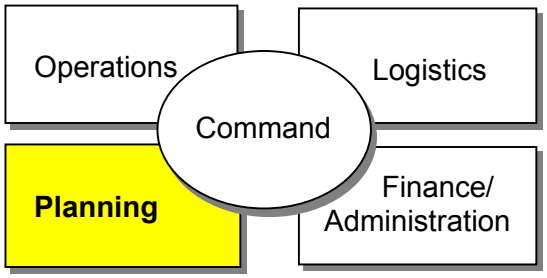
During some kinds of incidents, responders will use aviation resources for tactical or logistical support. On small incidents, aviation staff will be limited in number and will report directly to the Incident Commander or to the Operations Section Chief if there is one.

On large incidents, it may be best to activate a separate Air Operations organization to coordinate the use of aviation resources. The Air Operations organization will then be established at the Branch level.

The Air Operations Branch Director can establish two functional groups. The Air Tactical Group coordinates all airborne activity. The Air Support Group provides all incident ground-based support for aviation resources and staff.



PLANNING SECTION



The Planning Section collects and evaluates incident situation information, prepares situation status reports, displays situation information, maintains status of resources, develops an Incident Action Plan, and prepares required incident related documentation. These activities are done under the direction of the Planning Section Chief. The Planning Section Chief may have a deputy.

If the Incident Commander creates a Planning Section, that Section will take on the following important functions:

- Maintaining resource status.
- Maintaining and displaying situation status.
- Preparing the Incident Action Plan.
- Providing documentation services.
- Preparing the Demobilization Plan.
- Providing a primary location for technical specialists assigned to an incident.

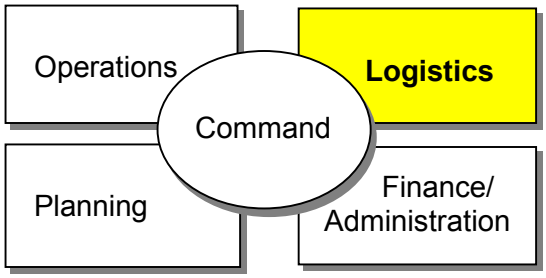
Technical specialists are advisors with special skills required at an incident. Initially, technical specialists report to the Planning Section, work within that section, or be reassigned to another part of the organization. Technical specialists can be in any discipline (e.g., aviation, environment, hazardous materials).

One of the most important functions of the Planning Section is to look beyond the current and next operational period, and anticipate problems or events.

The Planning Section may be organized into four unit-level positions.

1. ***Resources Unit*** – tracks check-in activities and maintains the status on all personnel and equipment assigned to the incident.
2. ***Situation Unit*** – collects and processes information on the current situation, prepares situation displays and situation summaries, develops maps and projections.
3. ***Documentation Unit*** – prepares the Incident Action Plan, maintains all incident-related documentation, and provides duplication services.
4. ***Demobilization Unit*** – on large, complex incidents, assists in ensuring that personnel will move in an orderly, safe, and cost-effective way when they are no longer required at the incident.

LOGISTICS SECTION



The Logistics Section provides services and support to meet all incident or event needs. The activities required to meet these needs are accomplished under the direction of the Logistics Section Chief. A Logistics Section Chief may have a deputy.

Early recognition of the need for a separate logistics function and Section can save time and money spent on an incident.

The Logistics Section Chief is responsible for six principal activities at an incident:

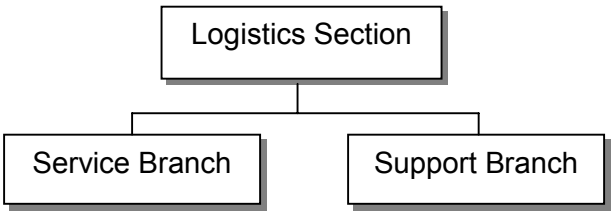
- Communications
- Medical support to responders
- Food for responders
- Supplies
- Facilities
- Ground support

Remember that, except for the Supply Unit, the Logistics Section supports personnel and resources directly assigned to the incident. For example, the Logistics Section Food Unit arranges for food for responders – not for people in shelters. Food supplies for responders would be ordered through the Logistics Section Supply Unit. Under ICS, the Operations Section feeds people in shelters.

The Logistics Section Chief may establish separate Units for one or more of the logistics support or service activities.

On large incidents, it may be desirable or necessary to establish two branches of the Logistics Section. This may happen when all six Logistics Section Units are activated, or where there are many facilities and large amounts of equipment. This divided structure will reduce the span of control for the Logistics Section Chief.

The two Branches that may be established are called the Service Branch and the Support Branch.



- Communications
- Medical
- Food

- Supply
- Facilities
- Ground Support

The Service and Support Branches have the following functions.

Service Branch

Communications Unit – develops the Communications Plan, distributes and maintains all forms of communications equipment, and manages the Incident Communications Center.

Logistics Section (cont'd)

Medical Unit – Develops the Medical Plan, and provides first aid and light medical treatment for personnel assigned to the incident; also develops the emergency medical transportation plan (ground, air, or both) and prepares medical reports.

Food Unit – Determines and supplies food and potable water at all incident facilities, and for active resources within the Operations Section; may prepare menus and food, provide them through a catering service, or use some combination of both.

Support Branch

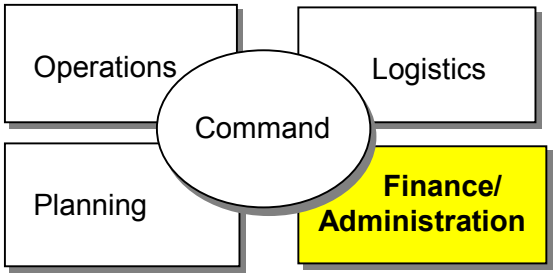
Supply Unit – orders personnel, equipment, and supplies; stores and maintains supplies; and services non-expendable equipment.

Facilities Unit – sets up and maintains whatever facilities may be required in support of the incident; provides managers for the Incident Base and Camps; and provides required security for the facilities and incident.

Ground Support Unit – provides transportation, and maintains and fuels vehicles assigned to the incident.

In ICS, all resource orders are placed through the Logistics Section Supply Unit. If the Supply Unit has not been established, the responsibility for ordering rests with the Logistics Section Chief.

FINANCE/ADMINISTRATION SECTION



The Finance/Administration Section monitors incident-related costs, and administers any necessary procurement contracts.

The Finance/Administration Section may not be activated during an incident. The Incident Commander retains responsibility for all finance-related activities until the Incident Commander activates Finance/ Administration Units or the Section.

There may be four Units in the Finance/ Administration Section. These are:

Time Unit – ensures that all personnel time on an incident or event is recorded.

Procurement Unit – processes administrative paperwork associated with equipment rental and supply contracts; ensures equipment time reporting.

Compensation/Claims Unit – this unit combines two important functions.

- Compensation Unit – ensures that all documentation related to workers compensation is correctly completed; and maintains files of injuries, illnesses, or both, associated with the incident.

Finance/Administration Section (cont'd)

- Claims Unit – investigates property damage claims associated with the incident.

Cost Unit – collects all cost information, and provides cost estimates and cost savings recommendations.

3.4 Developing the Organization

An ICS must be suitable for the smallest and the largest incident. In other words, the system must have the flexibility to evolve quickly from a structure appropriate for a small, routine operation, to a structure for handling a maximum size event. It must be possible to demobilize or downsize the ICS efficiently – whether selectively or totally.

There are no hard and fast rules for when or how to expand the ICS organization. Many incidents will not require activating the Planning, Logistics, or Finance/ Administration Sections; others will.

Here are some general guidelines for developing the ICS organization.

Establish an Incident Command Post

Designate an Incident Command post and make sure everyone involved knows where it is located.

Select a location where you can accommodate more people if that is necessary. An incident may grow.

The Incident Command Post may be a vehicle, trailer, fixed facility, or any location suitable to accommodate the function. Normally, once it is established, the Incident Command Post will not be moved.

Develop Initial Organization

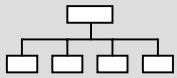
If the incident grows in size or complexity, reaches or exceeds the effective span of control, rapidly establish the organizational framework necessary to manage the incident. This change usually means filling essential General and Command Staff positions first. Fill Unit-level positions whenever that is required.

Overestimate the need for a larger organization, rather than underestimate it. It is always possible to downsize the organization. At a minimum, the initial organization should cover:

- Check-in
- Resource tracking
- Logistical support

Develop Initial Organization

The experience of the Incident Commander is a key factor in successful incident management. The Incident Commander must know when to call for more resources. A good marker of increasing complexity is the arrival of the media and agency representatives.



Developing the Organization (cont'd)

Consider Specialized Needs

Dealing directly with the media or support agency representatives can seriously disrupt the Incident Commander's attention to other matters. Assign people to fill the Command Staff positions, and save the Incident Commander a tremendous amount of time and trouble.

Monitor and Maintain Good Span of Control

Keep all elements of the organization within the span of control guidelines (between three and seven persons or elements reporting to a supervisor). The optimal span of control ratio is one-to-five. Anticipate a growing incident and plan a span of control for a larger incident.

Demobilize Organizational Elements When No Longer Necessary

Avoid over-organization. If it is clear that you do not need a particular function, demobilize the unit and reassign or release the personnel.

Anytime you demobilize an ICS position, the function goes to the next higher level in the chain of command.

Avoid Combining ICS Organization Positions

One person may have more than one function on the incident organization chart. But, do not combine functional positions within the organization. The combination may create problems later if units that were merged need to be separated.

For example, do not put Logistics and Planning in one box on the organization chart. People on and off the incident may be confused. As the incident grows, it will be more difficult to split the positions than it will be to assign a second person to manage one of the functions.

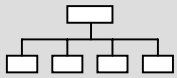
3.5 Transfer of Incident Command

One of the most useful features of ICS is that you can transfer command with minimum disruption. There may be a transfer of incident command when a senior person arrives at the scene and elects to be Incident Commander or has been designated by higher authority to assume the position.

There also may be a transfer of incident command to a less senior or less qualified person when an incident is under control or moving toward demobilization.

There may be a transfer of command for new operational periods, or when a lower ranking person is the best selection because of the person's unique qualifications and expertise, and the circumstances of the incident.

As you can see, the decision to transfer command is based on the complexity of the incident and the qualifications and experience of each responder.



Transfer of Incident Command (cont'd)

For transfer of command, every agency should have a checklist that, at a minimum, tracks whether:

- Staff are using appropriate ICS terminology at the incident.
- There is an Incident Command Post.
- Transfer of command will take place face-to-face if possible.
- The outgoing Incident Commander has briefed the new Incident Commander.
- The new Incident Commander formally accepts command.
- Incident personnel and staff at appropriate non-incident locations know of the transfer.

The transfer of incident command briefing should include the following:

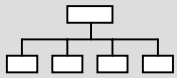
- Situation status
- Objectives and priorities
- Current organization
- Resource assignments
- Resources en route or ordered
- Facilities established
- Communications Plan
- Prognosis, concerns, and related issues

Next Steps

If you believe that you have mastered the information in this module, review the exercise scenario on the next page and consider the issues.

Through this exercise, you will develop an organization for an incident. See the scenario and instructions on the next page. Remember that the focus is the organization of the management system, and not on specific tactical resource deployments. Make sure that you use proper terminology and place organizational elements where they belong on the organization chart.

Once you have finished the exercise, complete the Self-Check that follows the exercise. When you have completed the Self-Check, compare your answers to the answer key for the module. If you answered all of the questions correctly, go to Module 4. If you answered any questions incorrectly, review the appropriate section of this module to be sure that you understand the material. Then, go to Module 4.



Incident Organization Exercise
Scenario: Truck Accident

Date: August 15
Time: 5 a.m.
Weather: Temp 65° F; winds calm

You are a one-person state police unit.

You come upon an accident involving a panel truck on a state highway. The driver is out of the truck and is unconscious by the roadway. The truck is lying on its side in a ditch that has water in it. The contents of the truck are strewn all over and some containers are leaking.

Traffic is slowing on both sides of the highway. Several citizens have stopped their cars and come over to assist you. You have called for an ambulance and a second unit to assist in traffic control. One of the citizen-bystanders who was inspecting the inside of the truck suddenly becomes ill and begins to vomit.

The ambulance and second police unit arrive. You realize you will now need an additional ambulance, a heavy-duty tow, additional units for traffic control, and the local fire department HAZMAT team. You may wish to order other units. You have also been advised that the media and the state Fish and Game Department are en route.

You realize that you are no longer in a position to provide good direct supervision over all of the on-scene and incoming resources. You have exceeded your span of control. Your supervisor is en route and will be on-scene in thirty minutes.

Instructions:

Determine how you would organize this incident using the principles of ICS. This is not an exercise in tactics. You do not need to be concerned with unit deployment. Use the Incident Briefing Form (ICS Form 201) at the end of Module 6 and before the Final Examination, to pull together information about this incident. Prepare the ICS Form 201 as though you were going to turn over command of this incident to another person.

- ❏ Diagram the scene and your proposed organization.
- ❏ List the resources you have and those en route.
- ❏ State your current actions.
- ❏ Be prepared to brief your supervisor.

ICS-200: Module 3
Organizational Overview
SELF-CHECK

1. What managerial level is associated with a Branch?

   ____ Command
   ____ Section Chief
   ____ Director
   ____ Supervisor
   ____ Leader

2. In which two ways can the Incident Command function be carried out?

   1. _____

   2. _____

3. List the three Command Staff functions that are the responsibility of the Incident Commander unless he or she delegates them to other individuals.

   1. _____

   2. _____

   3. _____

4. List three factors that may determine how you may set up operations at an incident or event.

   1. _____

   2. _____

   3. _____

5. You can use geographic and functional branches together.

   ____ True
   ____ False

6. The Planning Section Chief can organize the Planning Section into what four Unit level positions?

   1. _____

   2. _____

   3. _____

   4. _____

7. List three principal activities that the Logistics Section Chief is responsible for at an incident.

   1. _____

   2. _____

   3. _____

8. What are the four units that you may establish in the Finance/Administration Section?

   1. _____

   2. _____

   3. _____

   4. _____

9. All incidents require that the Planning Section be activated.

   ____ True
   ____ False

10. Transfer of command is always from a less senior individual to a more senior individual.

    ____ True
    ____ False

ICS-200: Module 3
Organizational Overview
SELF-CHECK ANSWER KEY

1. What managerial level is associated with a Branch? (see page 3-3)

   ____ Command
   ____ Section Chief
   __✔__ Director
   ____ Supervisor
   ____ Leader

2. In which two ways can the Incident Command function be carried out? (see page 3-4)

   1. Single Command
   2. Unified Command

3. List the three Command Staff functions that are the responsibility of the Incident Commander unless delegated to other individuals. (see page 3-6)

   1. Information
   2. Safety
   3. Liaison

4. List three factors that may determine how you may set up operations at an incident or event. (see page 3-8)

   1. The kind of incident
   2. The agencies involved
   3. The objectives and strategy

5. You can use geographic divisions and functional branches together. (see page 3-9)

   __✔__ True
   ____ False

6. The Planning Section Chief can organize the Planning Section into what four Unit level positions? (see page 3-12)

   1. Resources Unit
   2. Situation Unit
   3. Documentation Unit
   4. Demobilization Unit

7. List three principal activities that the Logistics Section Chief is responsible for at an incident. (see page 3-13)

   1. Communications
   2. Medical support to responders
   3. Food for responders
   4. Supplies
   5. Facilities
   6. Ground support

8. What are the four Units that you may establish in the Finance/Administration Section? (see page 3-14 and 3-15)

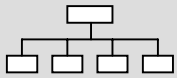
   1. Time Unit
   2. Procurement Unit
   3. Compensation/Claims Unit
   4. Cost Unit

9. All incidents require that the Planning Section be activated. (see page 3-15)

   ____ True
   __✔__ False

10. Transfer of command is always from a less senior individual to a more senior individual. (see page 3-16)

    ____ True
    __✔__ False



.

ICS-200: MODULE 4
INCIDENT FACILITIES

This module describes the principal facilities used in conjunction with ICS, and discusses how these facilities work. These six facilities are:

- Command Post
- Staging Areas
- Base
- Camps
- Helibase
- Helispots

Module Objectives

When you complete this module, you should know how to:

- ❑ Name each of the principal kinds of facilities used in conjunction with ICS, and explain the purpose of each.
- ❑ State which facilities may be located together at an incident or event.
- ❑ Describe how to use and manage the incident facilities to support an incident or event.
- ❑ Identify appropriate map symbols associated with incident facilities.

As you will see, each facility has a unique purpose during an incident. Not all incidents require activating each facility. Bases, Camps, Helibases, and Helispots are used primarily during larger incidents. On the other hand, some incidents require using facilities other than one of these six. For example, specific ICS applications may require using a triage center or temporary morgue.

When deciding what facilities to establish, here are the main things to consider:

- What is needed for an effective response? Resolving this question is always the first priority.
- How long will the facility be used?
- How much will it cost to establish the facility?
- What are the environmental considerations?

4.1 Incident Command Post

The ***Incident Command Post (ICP)*** is the location where the primary command functions are performed.

The Incident Commander stays at the ICP. There must be only one designated ICP for each incident — even if the incident involves multiple agencies or jurisdictions operating under a single or a unified command.

The ICP and other incident facilities may be located in the same place. Here is the designated map symbol for the ICP:

For the initial ICP location, consider the nature of the incident, whether it is growing or moving, and whether the ICP location is a suitable size and safe for the duration of the incident.

The ICP may be in a vehicle, trailer, tent, or within a building. On long-term incidents, place an ICP facility where there will be adequate lighting and protection from the weather.

A large, complex incident often requires a large ICP facility. Examples of incidents that usually require a large ICP facility are:

- Multi-agency incidents run under a Unified Command.
- Long-term incidents.
- Incidents requiring an on-scene communications center.
- Incidents requiring a separate planning function.
- Incidents requiring the use of Command Staff and Agency Representative positions.

Designate the ICP using the name of the incident (e.g., Woodstock ICP).

Some incidents may be large enough to require an on-site communications center for dispatching assigned resources and communicating with other off incident sites, such as Department Operations Centers (DOCs) and Emergency Operations Centers (EOCs). The communications center is often located with or adjacent to the ICP. Some incidents require saving space at the ICP for various Command Staff and Planning Section functions.

Incident Command Post (cont'd)

Characteristics of the ICP

Remember these general principles that apply to an ICP:

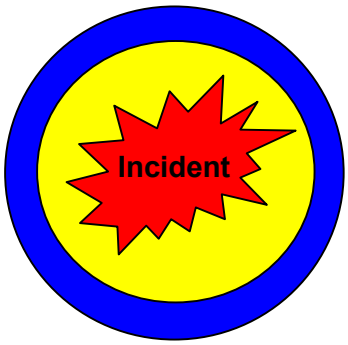
- There is only one ICP per incident — even if the incident is multi-jurisdictional.
- Any incident communications center may be located with or adjacent to the ICP.
- The Incident Command function is carried out at the ICP.
- The ICP and other incident facilities (such as the Incident Base) may be in the same place.
- Usually, the ICP is the place where the planning function is performed.
- The ICP should be large enough to accommodate working personnel.
- The ICP should contain situation and resource status displays necessary for the incident, and other information necessary for planning.
- Agency Representatives normally are inside the ICP.
- Once it's established, the ICP location normally will not change.

NOTE: On expanding incidents, move the ICP if there is a better location than where you are. Move the ICP, too, if the move would facilitate command operations.

Establishing the ICP

Observe these general guidelines when you're thinking of where to locate an ICP:

- Position the ICP away from the general noise and confusion associated with the incident.
- Position the ICP outside of the present and any likely hazard zone.



- If it's appropriate, position the ICP within view of the incident.
- Make sure to expand the ICP as the incident grows.
- Make sure to secure the ICP and control access to the ICP.
- Identify the location with a distinct banner or sign.
- Announce ICP activation and location via radio or other media so all appropriate personnel know where it is.

4.2 Staging Areas

A ***Staging Area*** is a temporary location at an incident where personnel and equipment stay awaiting tactical assignments.

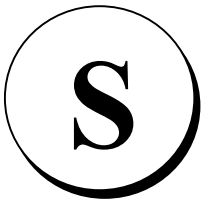
Whenever possible, locate a Staging Area within five minutes travel time to the area where personnel and equipment may be needed.

There may be more than one Staging Area during an incident.

A Staging Area can also be an assembly area where resources are located before assigned to an active status or to another Staging Area.

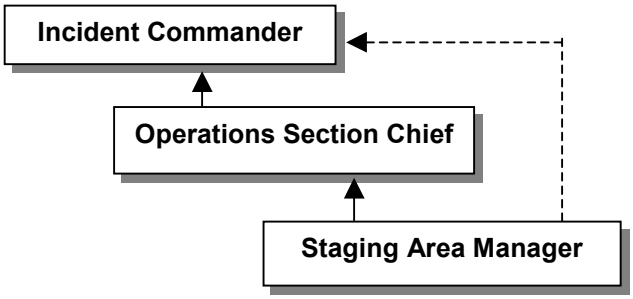
Set up Staging Areas to meet specific functional needs. For example, ambulances, fire equipment, police cars, and public works equipment can serve as Staging Areas.

Where major incidents happen frequently, designate possible Staging Areas, and plan the layout in advance. Here is the designated map symbol for a Staging Area:



Resources in a Staging Area must be ready for assignment within three minutes. Follow this principle closely in resource use planning. Staging Areas may include temporary fueling and sanitation facilities.

Each Staging Area must have a Staging Area Manager and a Staging Area name that describes its general location (e.g., Webster Park Staging Area). The Staging Area Manager reports to the Operations Section Chief. If there is no Operations Section, the Staging Area Manager reports to the Incident Commander.



Staging Areas (cont'd)

A Staging Area may be in the same general area or adjacent to other incident facilities. However, it should have its own separate location and name.

In some incidents, only certain kinds of resources will be in the Staging Area. For example, all police vehicles or all ambulances may be in one Staging Area. A Staging Area may be in a harbor for incidents such as oil spills or vessel salvage operations.

Establishing a Staging Area

A Staging Area should:

- Be within five minutes of tactical assignments.
- Be outside the area of direct hazard effects.
- Be relocated if necessary.
- Have different access routes for incoming and outgoing resources.
- Be large enough to accommodate available resources and have room for growth.
- Be clearly marked.
- Be located to minimize environmental damage.
- Have necessary security controls.

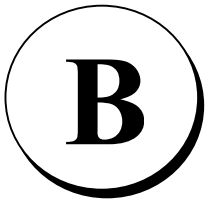
Benefits of Using Staging Areas

A Staging Area is a place for:

- Keeping available resources until there are active assignments.
- Forming operational units such as Task Forces and Strike Teams.
- Allowing for greater accountability by locating available personnel and resources together.
- Providing safe locations for personnel and equipment before assignments.
- Preventing personnel from acting outside the ICS structure.
- Minimizing communications regarding resource assignments.
- Facilitating check-in for personnel who arrive at the incident in privately owned vehicles or via other private means.
- Planning for resource use and providing for contingencies.

4.3 Incident Base

There may be an Incident Base during some incidents where you can find all primary services and support activity for the incident. Here is the designated map symbol for the Incident Base:



Set up the Logistics Section at the Base. Normally, all out-of-service equipment and personnel support operations stay at the Incident Base.

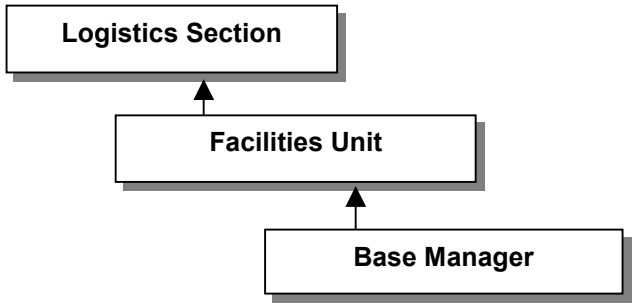
There should be only one Base for each incident. Normally, the Base will not be relocated.

Designate the Base by incident name (e.g., Midway Base).

Where major incidents happen frequently, designate possible Bases, and plan the layouts in advance.

Base management comes under the Logistics Section. If there is an Incident Base, designate a Base Manager.

In a fully activated ICS, the Base Manager will be in the Facilities Unit of the Logistics Section.

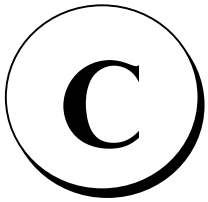


4.4 Camps

A Camp is a separate facility from an Incident Base. Camps may be in place for several days and moved if necessary.

> A ***Camp*** is a temporary location within the general incident area, where incident personnel can sleep, eat, and find sanitation.

Here is the designated map symbol for an Incident Camp:



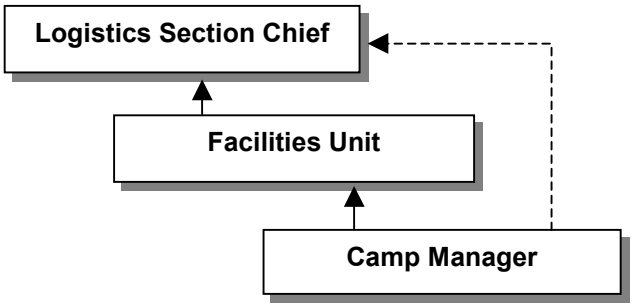
Camps (cont'd)

There may be more than one Camp at very large incidents.

Any ICS functional unit activity performed at a Base may be performed at a Camp.

Each Camp will have a Camp Manager. A Camp Manager coordinates non-technical functions of the organizational units within the Camp.

A Camp Manager reports to the Facilities Unit Leader in the Logistics Section. If there is no Facilities Unit Leader, the Camp Manager reports to the Logistics Section Chief.



Initially, the Incident General Staff determines personnel requirements for Logistics Section Units at a Camp. The Incident General Staff bases this determination on the incident size and kind and how long the Camp will operate.

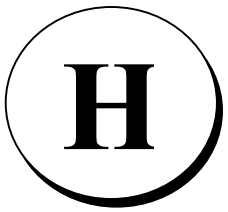
After establishing a Camp, the Camp Manager normally determines whether additional personnel and support are needed. However, if a Logistics Unit is established at a Camp, assistants will manage additional personnel and support.

Designate a Camp with a geographic name or by a number (e.g., the 44th St. Camp, Presidio Camp, or Camp #3).

4.5 Helibase

A ***Helibase*** is the main location within the general incident area for helicopter parking, fueling, maintenance, and loading.

Here is the designated map symbol for a Helibase:



The Helibase and the Incident Base often are close or in the same place. However, an incident Helibase can be near an airport or some other place away from the incident.

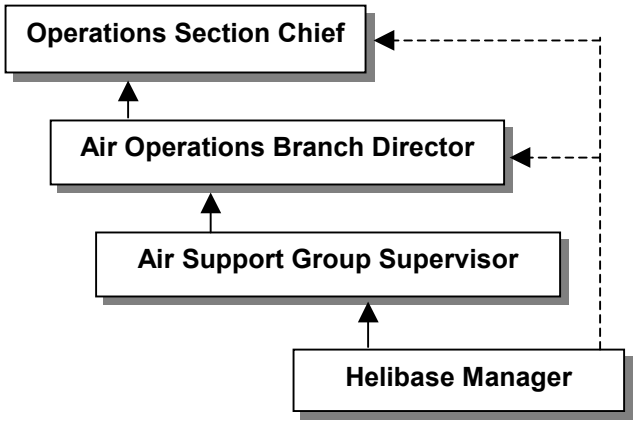
Use a Helibase to load helicopters with personnel, equipment, and supplies necessary for incident operations. Designate the incident Helibase by the name of the incident (e.g., Presidio Helibase).

There may be more than one Helibase for large incidents. For example, a second Helibase would be called Presidio Helibase #2. A Helibase will have a Helibase Manager. Normally, a Helibase will not be relocated.

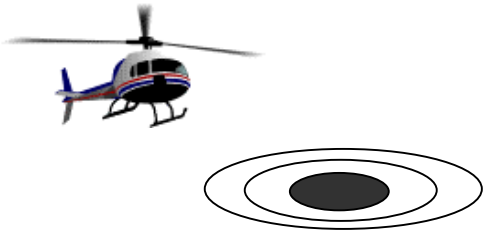
If the Air Operations organization is activated, the Helibase Manager reports to the Air Support Group Supervisor.

Helibase (cont'd)

Otherwise, the Helibase Manager reports either to the Air Operations Branch Director, if activated, or the Operations Section Chief.



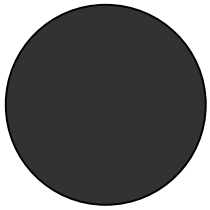
4.6 Helispots



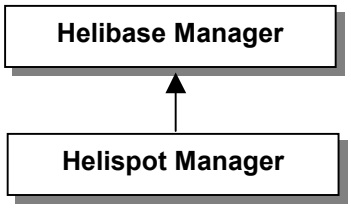
A ***Helispot*** is a temporary location in the incident area where helicopters can safely land and take off.

Use Helispots to load or off-load personnel, equipment, supplies, water, and other resources.

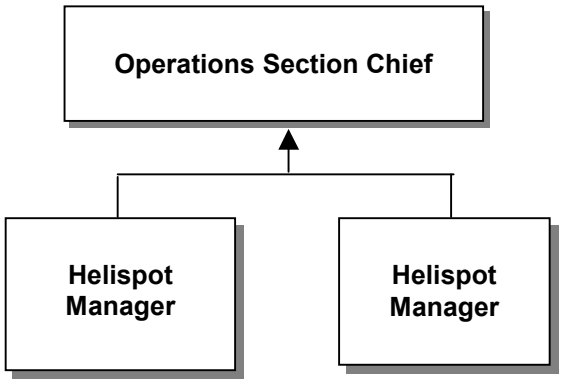
Here is the designated map symbol for a Helispot:

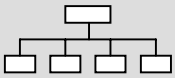


A Helispot Manager will function on the ground at the Helispot, and reports to the Helibase Manager.



If there is no established air operations organization for an incident, but there is more than one Helispot, the Helispot Managers report to the Operations Section Chief:





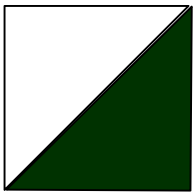
4.7 Co-locating Facilities

There may be several ICS facilities co-located during an incident. The table below shows which facilities can be co-located:

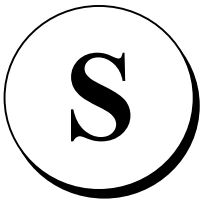
Incident Facilities	ICP	Staging Area	Base	Camps	Helibase	Helispot
ICP		YES	YES	NO	YES	YES
Staging Area	YES		YES	YES	YES	YES
Base	YES	YES		NO	YES	YES
Camps	NO	YES	NO		NO	YES
Helibase	YES	YES	YES	NO		NO
Helispot	YES	YES	YES	YES	NO	

4.8 Map Designations for ICS Facilities

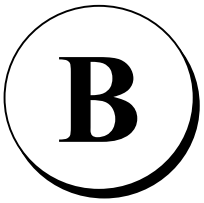
Review the map symbols designating the incident facilities covered in this module:



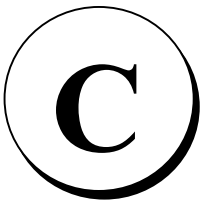
Incident Command Post (Name)



Staging Areas (Name)



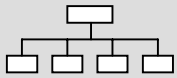
Base (Name)



Camp (Name)

Helibase (Name)

Helispot (Number or Name)



Next Steps

If you believe that you have mastered the information in this module, review the exercise scenario on the next page and consider the issues raised. Then, complete the Self-Check that follows the exercise. When you have completed the Self-Check, compare your answers with the answer key for the module. If you answered all of the questions correctly, go to Module 5. If you answered any questions incorrectly, review the appropriate section of this module to be sure that you understand the material. Then, go to Module 5.

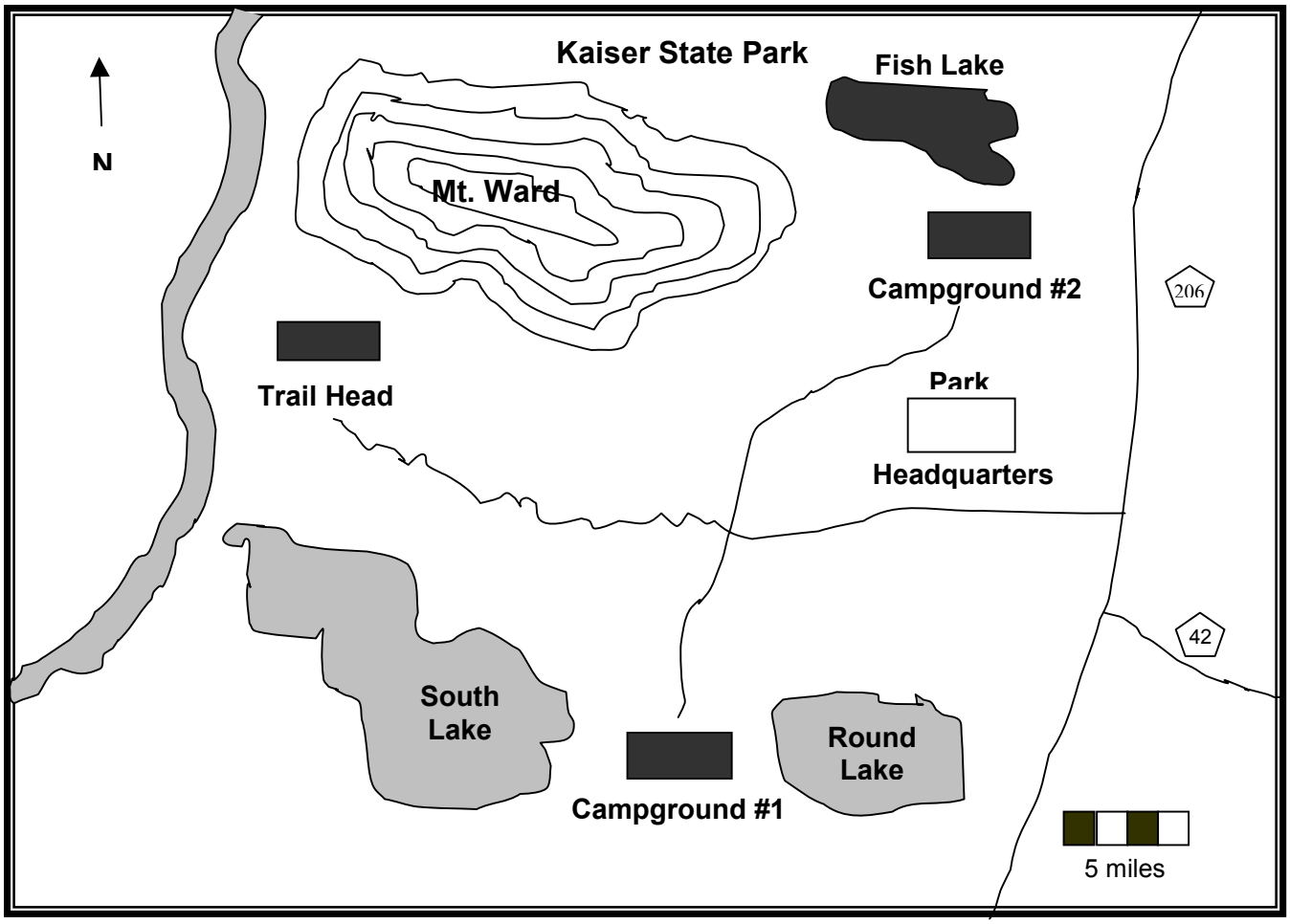
4.9 EXERCISE SCENARIO

An eight-year old boy was last seen at Campground #2 at Fish Lake four hours ago. It is now 5 p.m. The park is approximately 30 miles long and 25 miles wide. There is one, two-lane paved road into the park headquarters, and unpaved roads to camps and lakes. Park officials have begun a search, and are gearing up for a full-scale search to begin at daybreak.

Refer to map below for additional information.

Using the information in the exercise scenario and map, address the following issues:

- ❑ What are the needs for the incident? What is the preferred location for the facility?
- ❑ What are the characteristics and benefits of the facility?
- ❑ Can the facility be co-located with other facilities? If yes, which ones?
- ❑ What is the appropriate map symbol for the facility?



ICS-200: Module 4
Incident Facilities
SELF-CHECK

1. What are the principle six facilities likely to be established during an incident?

   1. _____
   2. _____
   3. _____
   4. _____
   5. _____
   6. _____

2. List two factors to consider when establishing incident facilities.

   1. _____
   2. _____

3. Where should the Incident Commander stay?

   ____ Command Post
   ____ Staging Areas
   ____ Base
   ____ Camp
   ____ Helibase
   ____ Helispot

4. When is it appropriate to move the Incident Command Post?

5. The Staging Area should be within how many minutes travel time to the area where personnel and equipment may be needed?

   ____ one (1) minute
   ____ five (5) minutes
   ____ ten (10) minutes
   ____ fifteen (15) minutes

6. Which ICS function will be at the Incident Base?

   ____ Command
   ____ Operations
   ____ Planning
   ____ Logistics
   ____ Finance/Administration

7. A Camp should always be at the Incident Base.

   ____ True
   _____ False

8. What is the difference between a Helibase and a Helispot?

9. The Incident Command Post can be co-located with the Incident Camp.

   ____ True
   _____ False

ICS-200: Module 4
Incident Facilities
SELF-CHECK ANSWER KEY

1. What are the principle six facilities likely to be established during an incident? (see page 4-1)

   1. Command Post
   2. Staging Areas
   3. Base
   4. Camps
   5. Helibase
   6. Helispots

2. List two factors to consider when establishing incident facilities. (see page 4-1)

   1. The needs of the incident; this is always the first priority.
   2. The length of time the facility will be used.
   3. The cost to establish the facility.
   4. Any environmental considerations.

3. Where should the Incident Commander stay? (see page 4-2)

   __✔__ Command Post
   ____ Staging Areas
   ____ Base
   ____ Camp
   ____ Helibase
   ____ Helispot

4. When is it appropriate to move the Incident Command Post? (see page 4-3)

   On expanding incidents, it would be appropriate to move the ICP if an improved location is required or would facilitate command operations.

5. The Staging Area should be within how many minutes travel time to the area where personnel and equipment may be needed? (see page 4-4)

   ____ one (1) minute
   __✔__ five (5) minutes
   ____ ten (10) minutes
   ____ fifteen (15) minutes

6. Which ICS function will be at the Incident Base? (see page 4-6)

____ Command
____ Operations
____ Planning
__✔__ Logistics
____ Finance/Administration

7. A Camp should always be at the Incident Base. (see page 4-6)

____ True
__✔__ False

8. What is the difference between a Helibase and a Helispot? (see page 4-7 and 4-8)

A Helibase is the main location within the general incident area for parking, fueling, maintenance, and loading of helicopters, while Helispots are temporary locations in the incident area where helicopters can safely land and take off.

9. The Incident Command Post can be co-located with the Incident Camp. (see page 4-9)

____ True
__✔__ False

.

ICS-200: MODULE 5
INCIDENT RESOURCES

This module describes the resource status keeping function within an ICS, and covers:

- The kinds of resources often used in incidents and events.
- Why resource status keeping is important to effective incident operations.
- Typing resources for various applications.
- Three ways of using resources during an incident.
- Resource status conditions.
- Changing and maintaining resource status.

Module Objectives

When you complete this module, you should know how to:

- ❑ Explain the importance of proper incident resource management.
- ❑ Describe three ways of managing resources and the advantages of each.
- ❑ Explain the purpose of resource typing.
- ❑ Describe three resource status conditions used during an incident, and the purpose and limits associated with each.
- ❑ Explain how to change resource status, how to notify personnel of a status change, and how to maintain status at an incident or event.
- ❑ List various kinds of resources that you may encounter during an incident.

5.1 Importance of Resource Status Keeping

During any incident, effectively managing tactical resources is vital to finishing the job safely and cost-effectively.

Knowing where and what resources you have is important. We strongly recommend that you type ICS resources whenever possible.

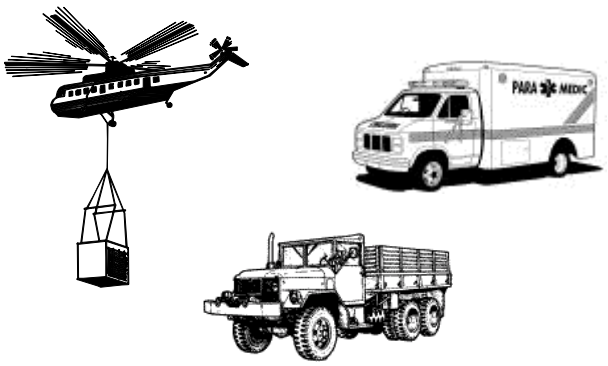
5.2 Defining Resources

In ICS applications, tactical resources are all personnel and major equipment items that are or could be available for assignment to an incident response. Equipment resources include the personnel who operate and staff the resources.

You can describe resources by kind and type.

Resource Kinds

The kind of resource tells you what the resource is (e.g., patrol vehicle, helicopter, fire engine, oil skimmer vessel, bulldozer, plow).



Different agencies may use the same kinds of tactical resources during a variety of incidents. For example, both police and fire departments often will use helicopters, fuel tenders, and crew transports.

Individual agencies may use incident-specific resources (e.g., patrol cars, search dogs, fire engines).

Resource Types

The type of resource describes a performance capability. For example, in the California Fire Service Field Operations Guide, a Type 1 helicopter will carry up to 16 people. A Type 2 helicopter will carry up to five people.

Type 1

Type 2

Resources are usually typed by a number, with 1 representing the highest capability or capacity. However, a high capacity resource may not be right for the job.

For example, a Type 1 fire engine, which has the greatest pumping capacity, may not fit in an area where personnel need the resource.

Clearly spell out the resource capability in a “type description.”

Defining Resources (cont'd)

There are three advantages to typing resources:

1. *Planning for resource needs*

Knowing the specific capabilities of the various kinds of resources helps planners decide what they need, how much, or how many to implement the Incident Action Plan.

2. *Ordering Resources*

Ordering resources by type saves time, minimizes error, gives a clear indication of exactly what is needed, and reduces nonessential communications between incident personnel and the off-site order.

3. *Monitoring Resource Use*

An awareness of the type of tactical resource assigned helps the manager keep track of whether there are the resources to implement the Incident Action Plan. Carefully monitoring what resources are available can lead to using smaller or less costly resources, increasing work performance, and reducing cost.

While resource typing is a good idea, there are only a few national typing standards available, and these standards apply primarily to the wildland fire services.

Typing For Other Disciplines

Law enforcement, public works, water utilities, and other agencies who consistently deploy specific kinds of resources (e.g., patrol vehicles, earthmoving equipment, waterlines, pipelines, etc.) should aim to have all of their resources typed in the future.

5.3 Options for Using Resources During an Incident

Recall that a resource is equipment and the staff who use it. There are three ways of using a resource during an incident:

1. As a Single Resource
2. As a Task Force
3. As a Strike Team

Each of these has certain features.

Single Resource

A Single Resource is a piece of equipment, or a crew of individuals, with an identified work Supervisor that can be used in a tactical application during an incident. A Coast Guard cutter and crew is an example of a Single Resource.

A Single Resource is often the most common used initial resource during an incident.

Options for Using Resources During an Incident (cont'd)

Type a Single Resource to reflect its capability. Unless you type a Single Resource, its specific resource capabilities may not be clear to everyone.

Examples of Single Resources

KIND	TYPE
Police Motorcycle Unit	*
Fire Engine Company	1
Medical team	*
Helicopter	2
Search Dogs	2

* The Coast Guard is currently working to type resources commonly used during response operations.

Task Forces

A Task Force may be a mix of different kinds of resources, the same kind of resource but different types, or a mix of many kinds of resources.

A **Task Force** is any combination and number of single resources (within span of control limits) assembled for a particular tactical need.

There are some Task Force examples listed below.

A Task Force:

- Must have a Leader.
- Must have common communication between resources and the Leader, and from the Leader to the next level supervisor.
- Must have required transportation.
- Must be within span of control limits.

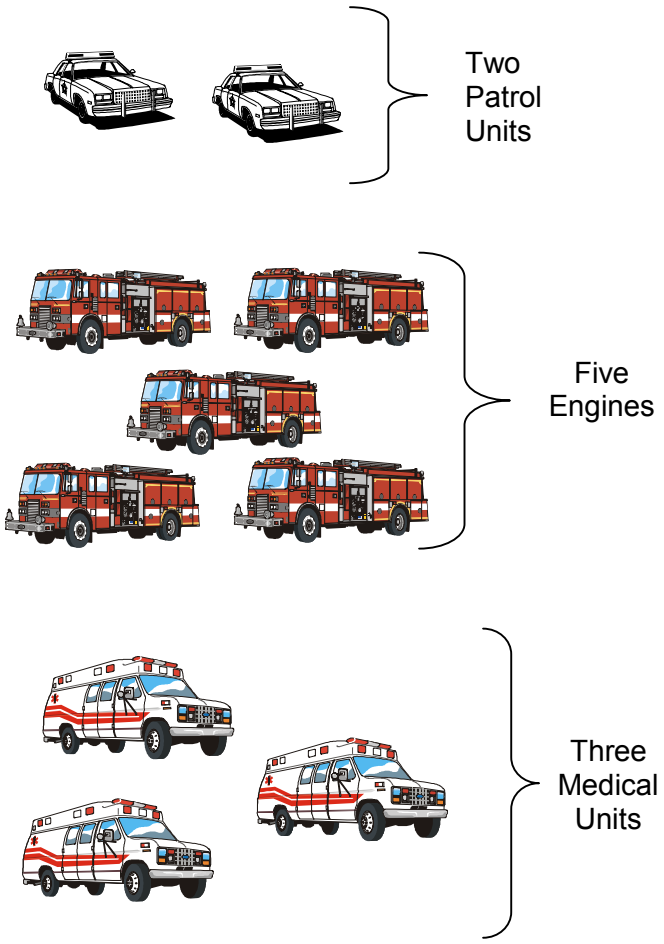
Options for Using Resources During an Incident (cont'd)

Task Force Examples	
Public Works Task Force	Two Bulldozers
	Two Dump Trucks
Fire Task Force	Two Engines
	One Bulldozer
	Two Hand Crews
Search and Rescue Task Force	One Helicopter
	One Alpine S&R Team
	One Medical Technician
Oil Spill Task Force	Five Berthing/food ships
	Ten Work Boats
	One Tank Barge
	Four Skimmer Vessels
Law Enforcement Task Force	One Swat Team
	One K-9 Team
	One Fire Engine
	One Ambulance
Multi-agency Task Force	Two Patrol Vehicles
	Five Engines
	Three Medical Units

A Task Force is very flexible with no limitation other than span of control.

Here is an example of a multi-agency task force with two patrol vehicles, five fire engines, and three medical units.

Example of a Multi-Agency Task Force



Options for Using Resources During an Incident (cont'd)

Strike Teams

A Strike Team:

- Must have the same kind and type of resources.
- Must have a Leader.
- Must have common communication between resources and the Leader.
- Must have required transportation.
- Must be within span of control limits.

A Strike Team is valuable for use in large wildland fire incidents. In those kinds of incidents, Strike Teams regularly manage engines, hand crews, and bulldozers.

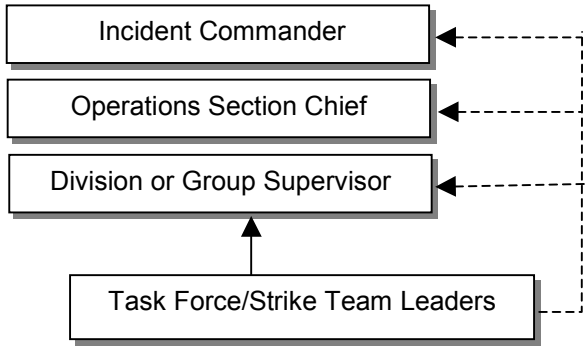
Example of a Nationally Recognized Strike Team Structure

- Fire Truck
- Five Type 1 Engines or
- Three Type 2 Bulldozers

Managing a Task Force or Strike Team

A requirement for any Task Force or Strike Teams is that it must have a Leader and common communications.

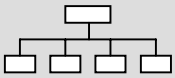
Depending upon the level of organization established for the incident, a Task Force or Strike Team Leader reports to the Incident Commander, the Operations Section Chief, Division Supervisor, or Group Supervisor.



Advantages of a Task Force or Strike Team

There are at least five advantages to use a Task Force or Strike Team. These teams:

1. Make possible better resource use planning.
2. Provide an effective way to quickly order just what is necessary.
3. Reduce radio traffic because communications go to a Task Force or Strike Team Leader, rather than to each Single Resource.
4. Increase the ease of expanding the organization for large incident operations, and maintain effective span of control.
5. Provide close resource control and accountability.



5.4 Resource Status

Any tactical resource at an incident will have one of three status conditions. These conditions are:

1. Assigned
2. Available
3. Out-of-Service

Assigned: Resources working on a tactical assignment under the direction of a supervisor.

Available: Resources ready for deployment.

Out-of-Service: Resources that are not available or assigned.

Resources can be out-of-service for the following reasons:

- Mechanical (vehicle or equipment services required)
- Rest (personnel)
- Staffing (insufficient personnel to operate the equipment)

In some situations, resources could also be out-of-service for:

- Conditions relating to the environment (darkness or weather)
- Financial (exceeded allowed overtime costs)

Usually, out-of-service resources for reasons other than mechanical repair or staffing, will be at the Incident Base or at a Camp.

5.5 Changing Resource Status

During an incident, the Supervisor who has the resources under assignment must maintain and change resource status. On large incidents, a Resources Unit may maintain status on all resources assigned for the incident. The Resources Unit has no authority to change the status of resources.

A change in resource status that lasts for more than a few minutes must be communicated to the appropriate organizational element.

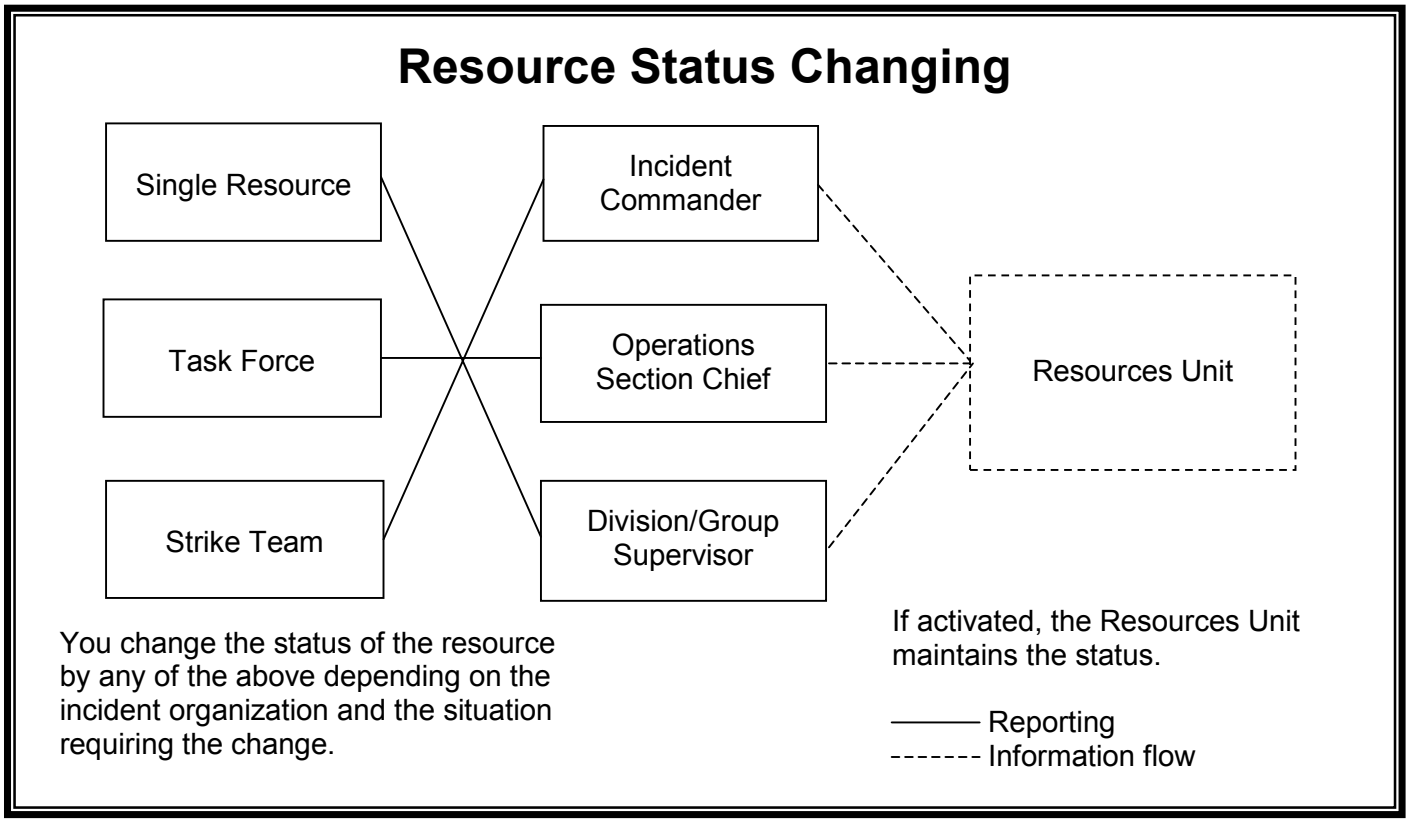
The flow chart on the next page shows how to make resource status changes through a major incident organization.

The individual who makes the status change must communicate the change to the person or unit responsible for maintaining overall resource status at the incident.

The Incident Commander, Operations Section Chief, Division Supervisor, or Group Supervisor may change resource status.

Information about the status change will be passed to the Resources Unit of the Planning Section.

Changing Resource Status (cont'd)



Normally, the persons who can change status of resources on an incident are:

- The person in charge of the Single Resource.
- A Task Force or Strike Team Leader.
- A Division or Group Supervisor.
- The Operations Section Chief or Incident Commander.

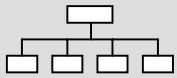
5.6 Resource Status Keeping Systems

There are several status keeping methods or systems to keep track of resources at incidents.

Manual Record Keeping on Forms

The resources summary of the ICS Form 201, the ICS Form 211 (Check-in List), and the ICS Form 204 (Assignment List). provide formats for recording information about resources and resource assignments.

You can find sample forms at the end of Module 6 and before the Final Examination.



5.7 Resource Status Keeping Exercise

Scenario

The City of Murkeyville has experienced a tornado affecting a six block area. The area has been designated as a single incident. There are many casualties and widespread damage.

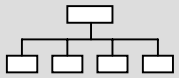
On the next page, you will find an inventory of available resources for use at this incident. Someone has ordered the rest of the resources, and these resources are en route for direct assignment, or assignment to the ICP, Base, Staging Area, or Helibase.

Using this information and the forms on the following pages, develop a status keeping system that will:

- ❑ Account for each of the resources that may be used during incidents.
- ❑ Show how the status keeping system is used to show current status and location of each resource.
- ❑ Show that there can be several different types for a given kind of resource.

In developing your status keeping system, remember to ensure that the system:

- ❑ Provides accountability and location for every resource.
- ❑ Clearly differentiates between kinds of resources.

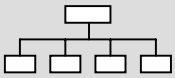


Resource Table for Use in Exercise

KIND OF RESOURCE	NUMBER			
4 WHEEL DRIVE PASSENGER VEHICLE	5			
ALS UNITS	2			
BLS UNITS	5			
BULLDOZERS	4			
BUSES – 30 PASSENGER, 50 PASSENGER	5 - 30 Pas			
COAST GUARD VESSEL				
COMMUNICATIONS UNIT	1			
CRANES	3			
DUMP TRUCKS	7			
EMS UNITS				
FIRE ENGINE COMPANIES	8			
FIRE TRUCK COMPANIES	2			
FIREBOATS				
HAZMAT UNITS	1			
HELICOPERS	1			
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS	7			
PASSENGER VEHICLES	10			
PATROL UNITS	8			
PICKUP TRUCKS	12			
PRIVATE AMBULANCES	4			
SAR UNITS				
STATION WAGONS				
WATER TENDERS	2			

ICS Form 201

INCIDENT BRIEFING	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. MAP SKETCH			
ICS 201 (12/93) NFES 1325	PAGE 1	5. PREPARED BY (NAME AND POSITION)	

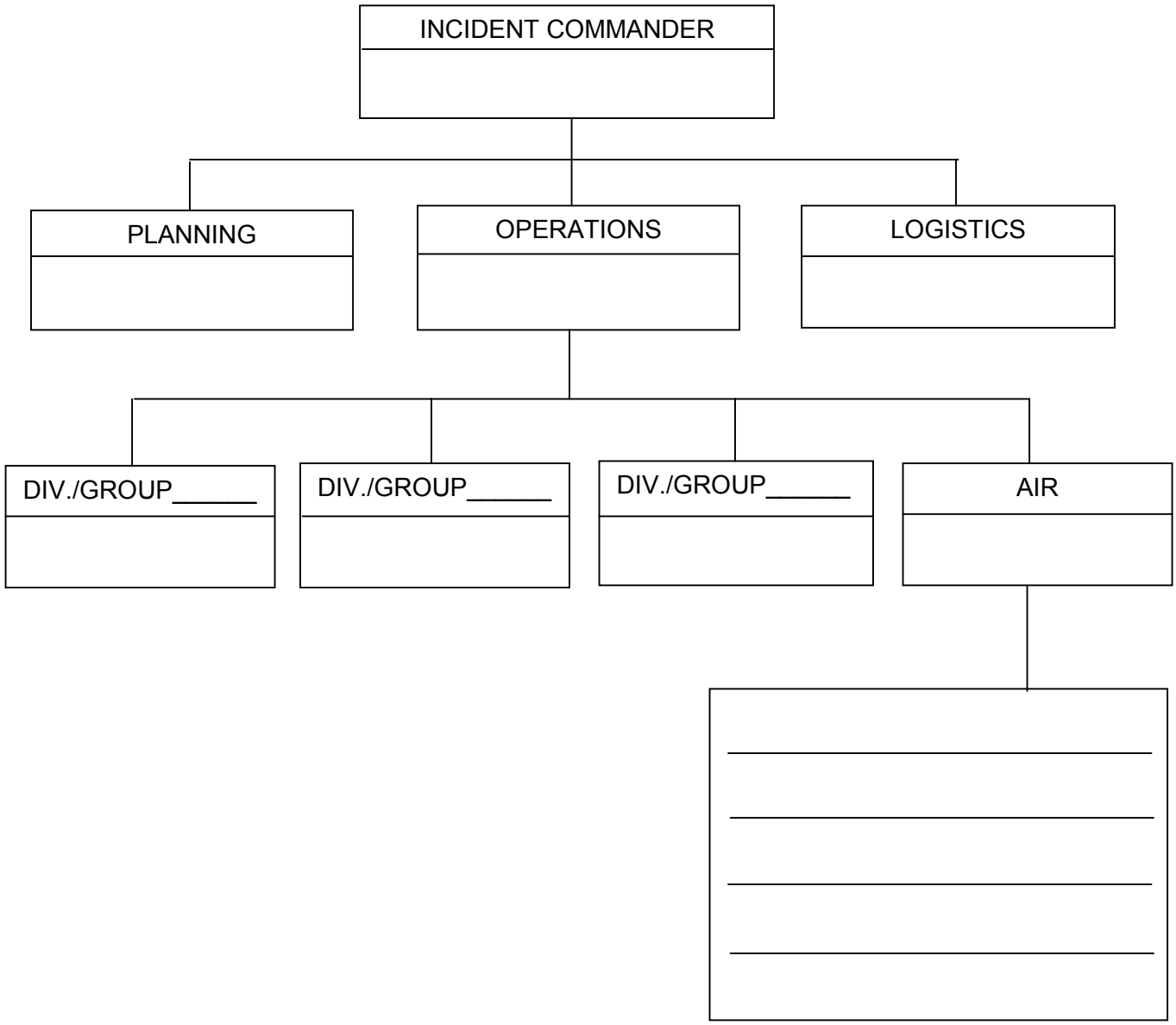


ICS Form 201 (cont'd)

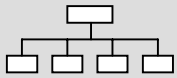
6. SUMMARY OF CURRENT ACTIONS		
ICS 201 (12/93) NFES 1325	PAGE 2	

ICS Form 201 (cont'd)

7. CURRENT ORGANIZATION



ICS 201 (12/93) NFES 1325	PAGE 3	



ICS Form 201 (cont'd)

8. RESOURCES SUMMARY				
RESOURCES ORDERED	RESOURCES IDENTIFICATION	ETA	ON SCENE ✔	LOCATION/ASSIGNMENT
ICS 201 (12/93 NFES 1325	PAGE 4			

ICS-200: Module 5
Incident Resources
SELF-CHECK

1. List the two ways to describe resources.

   1. _____
   2. _____

2. What are the three advantages of typing resources?

   1. _____
   2. _____
   3. _____

3. What are the three ways of using resources at an incident?

   1. _____
   2. _____
   3. _____

4. List two requirements of a Task Force.

   1. _____
   2. _____

5. What are the three status conditions that describe tactical resources at an incident?

   1. _____
   2. _____
   3. _____

6. List the three reasons why resources can be out-of-service.

   1. _____

   2. _____

   3. _____

7. List three resource status keeping systems.

   1. _____

   2. _____

   3. _____

8. Resources that are ready for deployment are:

   ____ Assigned
   _____ Available
   _____ Out-of-Service

ICS-200: Module 5
Incident Resources
SELF-CHECK ANSWER KEY

1. List the two ways to describe resources. (see page 5-2)

   1. By kind
   2. By type

2. What are the three advantages of typing resources? (see page 5-3)

   1. Planning for resource needs.
   2. Ordering resources.
   3. Monitoring resource use.

3. What are the three ways of using resources at an incident? (see page 5-3)

   1. As Single Resources
   2. As Task Forces
   3. As Strike Teams

4. List two requirements of a Task Force. (see page 5-4)

   1. Must have a leader.
   2. Must have communication between resources and the leader, and from the leader to the next level supervisor.
   3. Must have transportation as required.
   4. Must be within span of control limits.

5. What are the three status conditions that describe tactical resources at an incident? (see page 5-7)

   1. Assigned
   2. Available
   3. Out-of-service

6. List the three reasons why resources can be out-of-service. (see page 5-7)

   1. Mechanical
   2. Rest
   3. Staffing

7. List three resource status keeping systems. (see page 5-8 and 5-9)

1. Manual record keeping on forms.
2. Card systems (e.g., T Cards).
3. Magnetic symbols on maps or status boards.
4. Computer systems.

8. Resources that are ready for deployment are: (see page 5-7)

____ Assigned
__✔__ Available
_____ Out-of-Service

.

ICS-200: MODULE 6
COMMON RESPONSIBILITIES

This module provides information on what you will need to know and do when you are assigned to an incident. This module covers actions:

- Before you leave an assignment
- At incident check-in
- While you are working on the incident
- During demobilization

Module Objectives

The objectives of this module are to describe the following:

- ❑ Actions to take before you leave an incident or event.
- ❑ Steps involved at incident check-in.
- ❑ Major personal responsibilities at an incident or event.
- ❑ Major steps necessary in the incident or event demobilization process.

Agencies will often have different procedures associated with incident responsibilities. The checklists provided in this module will cover most of the major requirements. However, some agencies may need to augment the checklists.

6.1 General Guidelines for Long Incidents or Cross-Boundary Travel

Most incidents will not last long or require traveling between jurisdictions.

However, if you must be involved in an incident for a long time or travel out of your jurisdiction, observe these guidelines:

- Assemble or update a travel kit containing any special technical information you need (e.g., maps, manuals, contact lists, and other reference materials).
- Prepare personal items that you will need for your estimated length of stay.
- Review your emergency assignment. Know who you will report to and what your responsibility will be.
- Have a clear understanding of the decision-making authority you hold for your agency while at the incident. Determine your authority as soon as you realize you may be assigned to an incident.
- Determine what communications procedures to follow so you can contact your headquarters or home office if necessary.
- Ensure that family members know your destination and how to contact you in case of a family emergency.

General Guidelines for Long Incidents or Cross-Boundary Travel (cont'd)

- Determine what travel and pick-up arrangements have been made for you.

- If you can, determine what your return mode of transportation will be.

6.2 Actions Before You Leave for an Assignment

A responder will be notified of an incident assignment through agency procedures. At a minimum, the notice should include:

- Incident type and name or designation
- Incident check-in location
- Reporting time
- Travel instructions
- Communication instructions
- Your Unit's radio designation

The notice should also include the resource order number or request number (if applicable), as shown below:

Resource Order		Date ***6/23***	
Incident Name ***Remarkable***			
Request Number	Name	Agency	Radio Designation
0-35	Bob Smith	USCG	GSUL

6.3 Check-in at the Incident

The check-in process and information supports the following activities:

- Personnel accountability
- Resources Unit status-keeping
- Preparation of assignments and reassignments
- Locating personnel for emergency notifications
- Establishing personnel time records
- Release planning
- Demobilization

Check-in once. In ICS, check-in information is usually recorded on ICS Form 211 (ICS Check-in Form) – see the end of this module for an example.

You can find Check-in Recorders at any one of the incident locations listed below (if the location is activated).

- Incident Command Post (Resources Unit)
- Base or Camps
- Staging Areas
- Helibase

Check-in at the Incident (cont'd)

You may report directly to Division or Group Supervisors. If you are instructed to report directly to a tactical assignment, report in to the designated Division or Group Supervisor, or to the Operations Section Chief or Incident Commander – which ever is appropriate.

After you are released from tactical assignments, check-in at one of the above locations.

6.4 Common Responsibilities at an Incident

After you check-in, find your incident point of contact, and obtain your initial briefing. The information you receive in your briefing will help you plan and pass on accurate and up-to-date information to your subordinates.

Any incident briefing should include:

- An assessment of the current situation.
- A statement of the specific job responsibilities expected of you.
- Identification of co-workers within your job function and geographical assignment.
- A description of the work area.
- Where personnel can eat and sleep.
- How you can obtain additional supplies, services, and personnel.
- Identification of operational period work shifts.

Once you have been briefed an begun your assignment, give a similar briefing to any personnel assigned to you.

If you are a Supervisor, maintain a Unit Log (ICS FORM 214) indicating names of personnel assigned and a listing of major activities during an Operational Period.

6.5 Incident Records Keeping

There must be some form of records keeping during every incident. Requirements will vary depending upon the agencies involved, and the kind and size of incident.

Observe these five general practices for incident records keeping.

1. Print or type all entries.
2. Enter dates by month/day/year format.
3. Enter date and time on all forms and records.
4. Fill in all blanks on forms; if information is not available or not applicable enter "N/A" to let the recipient know that the information was not overlooked.
5. Use military time.

Check-in at the Incident (cont'd)

You may report directly to Division or Group Supervisors. If you are instructed to report directly to a tactical assignment, report in to the designated Division or Group Supervisor, or to the Operations Section Chief or Incident Commander – which ever is appropriate.

After you are released from tactical assignments, check-in at one of the above locations.

6.4 Common Responsibilities at an Incident

After you check-in, find your incident point of contact, and obtain your initial briefing. The information you receive in your briefing will help you plan and pass on accurate and up-to-date information to your subordinates.

Any incident briefing should include:

- An assessment of the current situation.
- A statement of the specific job responsibilities expected of you.
- Identification of co-workers within your job function and geographical assignment.
- A description of the work area.
- Where personnel can eat and sleep.
- How you can obtain additional supplies, services, and personnel.
- Identification of operational period work shifts.

Once you have been briefed an begun your assignment, give a similar briefing to any personnel assigned to you.

If you are a Supervisor, maintain a Unit Log (ICS FORM 214) indicating names of personnel assigned and a listing of major activities during an Operational Period.

6.5 Incident Records Keeping

There must be some form of records keeping during every incident. Requirements will vary depending upon the agencies involved, and the kind and size of incident.

Observe these five general practices for incident records keeping.

1. Print or type all entries.
2. Enter dates by month/day/year format.
3. Enter date and time on all forms and records.
4. Fill in all blanks on forms; if information is not available or not applicable enter "N/A" to let the recipient know that the information was not overlooked.
5. Use military time.

6.6 Communications Discipline

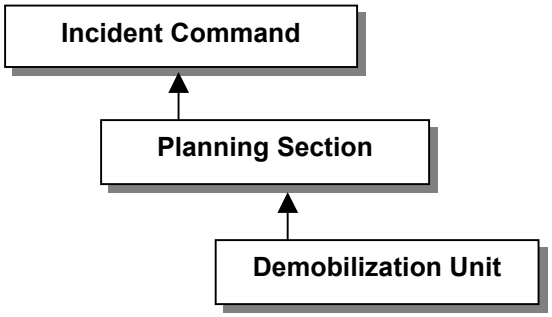
During an incident, remember these important principles:

- All incident personnel must observe strict radio/telephone procedures.
- Use clear text or plain English. Do not use codes in radio transmissions.
- Limit radio and telephone traffic to essential information only. Plan what you are going to say.

6.7 Incident Demobilization

At an incident, agency requirements may vary considerably.

A large incident may require establishing a Demobilization Unit within the Planning Section.

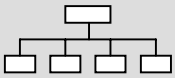


Observe the following demobilization guidelines:

- Complete all work assignments.
- Brief subordinates regarding demobilization.
- Complete and file required forms and reports.
- Follow incident and agency check-out procedures.
- Evaluate your subordinates' performance before you release them from the incident.
- Return any incident-issued communications equipment or other non-expendable supplies.
- Report to assigned departure points on time or slightly ahead of schedule.
- As appropriate, stay with your group until you arrive at your final destination.

6.8 Avoid Illegal Activities and Inappropriate Behavior

Make sure that you and personnel under your supervision behave appropriately. Nothing illegal should happen during an incident. Correct and report all illegal activities or inappropriate behavior. Represent your agency professionally.



Next Steps

If you believe that you have mastered the information in this module, complete the Self-Check that begins on the next page. When you have completed the Self-Check, compare your answers with the answer key for the module. If you answered all of the questions correctly, take the Final Examination at the end of this package. If you answered any questions incorrectly, review the appropriate section of the module to be sure that you understand the material. Then, go to the Final Exam.

ICS-200: Module 6
Incident Resources
SELF-CHECK

1. List four reasons for checking and providing check-in information:

   1. _____

   2. _____

   3. _____

   4. _____

2. The ICS Check-In Form is number:

   _____ 204
   _____ 201
   _____ 211
   _____ 219
   _____ 214

3. You can find check-in recorders at which of these incident locations, if activated? Check all that apply.

   _____ Incident Command Post
   _____ Base or Camps
   _____ Staging Areas
   _____ Helibase
   _____ Helispot

4. List three general practices to observe for incident records keeping.

   1. _____

   2. _____

   3. _____

5. If a Demobilization Unit is needed, in which ICS section will it be located?

____ Command
____ Operations
_____ Planning
_____ Logistics
_____ Finance/Administration

ICS-200: Module 6
Common Responsibilities
SELF-CHECK ANSWER KEY

1. List four reasons for checking and providing check-in information: (see page 6-2)

   1. Personnel accountability
   2. Resources Unit status keeping
   3. Preparation of assignments and reassignments
   4. Locating personnel for emergency notifications
   5. Establishing personnel time records
   6. Release planning
   7. Demobilization

2. The ICS Check-In Form is number: (see page 6-2)

   ____ 204
   ____ 201
   ✔ 211
   ____ 219
   ____ 214

3. You can find check-in recorders at which of these incident locations, if activated? Check all that apply. (see page 6-2)

   ✔ Incident Command Post
   ✔ Base or Camps
   ✔ Staging Areas
   ____ Helibase
   ____ Helispot

4. List three general practices to observe for incident records keeping. (see page 6-3)

   1. Print or type all entries.
   2. Enter dates by month/day/year format.
   3. Enter date and time on all forms and records.
   4. Fill in all blanks, use "N/A" as appropriate.
   5. Use military 24-hour clock time.

5. If a Demobilization Unit is needed, in which ICS section will it be located? (see page 6-4)

____ Command
__✔__ Operations
_____ Planning
_____ Logistics
_____ Finance/Administration